DOCUMENT RESUME

ED 289 028 CE 049 186

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TITLE An Investigation into Team Member Perceptions of Communication in the Individual Program Planning System at the Vocational and Rehabilitation Research Institute.
INSTITUTION Vocational and Rehabilitation Research Inst., Calgary (Alberta).
SPONS AGENCY Alberta Social Services and Community Health, Edmonton.
PUB DATE Oct 87
GRANT S6M75253
NOTE 161p.; Also funded by the Summer Temporary Employment Program.
AVAILABLE FROM Vocational and Rehabilitation Research Institute, 3304 33 Street, NW, Calgary, Alberta T2L 2A6, Canada.
PUB TYPE Reports - Research/Technical (143) -- Tests/Evaluation Instruments (160)

EDRS PRICE MF01/PC07 Plus Postage.
DESCRIPTORS Adult Education; Adults; *Communication Audits; Foreign Countries; *Individualized Programs; *Organizational Communication; Postsecondary Education; *Program Effectiveness; Program Evaluation; Secondary Education; *Vocational Rehabilitation; Youth

ABSTRACT

A study investigated the nature of communication related to the Individual Program Planning (IPP) client servicing system at a rehabilitative vocational training research institute. Respondents included family members, staff, and other professionals who work on IPP teams. The questionnaire measured respondent attitudes toward the frequency, completeness, understandability, usefulness, and formality of communication; preferences for communication types, formality, and frequency; and understanding of the IPP process. Results showed overall uncertainty as to the adequacy of IPP-related communication. Problem areas were confusion resulting from team member changes; definition of team member responsibilities; comprehensibility and completeness in conference setting; knowledge of function of general referral form; frequency of meetings and telephone calls; completeness of memo information; general outlook of communication; and team member awareness of clients' status in other environments. Meetings and telephone communication were the most preferred methods of communication. Slight preference was given to informal communication. (Appendixes, amounting to almost one-half of the report, include tables, responses to open-ended questions, and the instrument.) (YLB)

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AN INVESTIGATION INTO TEAM MEMBER PERCEPTIONS OF COMMUNICATION IN THE INDIVIDUAL PROGRAM PLANNING SYSTEM AT THE VOCATIONAL AND REHABILITATION RESEARCH INSTITUTE

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Research Assistant

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Running Head: IPP AND COMMUNICATION

Key Words: Individual Program Plan
Communication

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ACKNOWLEDGEMENTS

Since any project of this magnitude could never be completed singlehandedly, acknowledgements are certainly in order. I wish to extend my deep appreciation to Bonnie LeVangie for her encouragement, patience, and sound advice; to Phyllis Parker and Terri Zander for their important work in processing and formatting this report; to Edith Voszler for her help in the final typing and revising; and of course, to all I.P.P. team members who participated in the survey, without whom this report would not be possible.

The project was funded by the Summer Temporary Employment Program (S.T.E.P.) Grant No. S6M75253 and Alberta Social Services.

Abstract

Survey research was carried out at a rehabilitative vocational training research institute. The purpose of the study was to investigate the nature of communication which was related to the Individual Program Planning (I.P.P.) client servicing system in place at the institute. The potential respondents (257 total) included family members, staff, and other professionals, who work together on I.P.P. teams. Of the 257 individuals approached, 120 responded. The questionnaire used in the survey includes measurements of respondent attitudes toward the frequency, completeness, understandability, usefulness, and formality of communication. Questionnaire items were also used to determine preferences of respondents for communication types, formality and frequency, as well as to determine respondent understanding of the I.P.P. process. Comments, suggestions and elaborations from respondents supplemented the predesigned measures. Results show overall uncertainty as to the adequacy of I.P.P. related communication. Problem areas (i.e., where evaluations are mixed or negative) include: confusion resulting from team member changes, and definition of team member responsibilities; comprehensibility and completeness in the conference setting, as well as the raising of new material; knowledge of the function of the general referral form; frequency of meetings and telephone calls; completeness of memo information; the general outlook of communication; and team member awareness of clients' status in non-V.R.R.I. environments. Meetings and telephone communication were nearly equal in being the most preferred method of

communication. Slight preference was given to informal communication although formal and informal communication were preferred almost equally; preferences indicated that formal communication should occur once or less a month, whereas informal communication should occur once or more a month. Throughout the results section, I also discuss important differences between responses from "internal" (staff) and "external" (non-staff) team members. Finally, recommendations and supportive results were presented to front line staff, and obtained feedback is recorded here.

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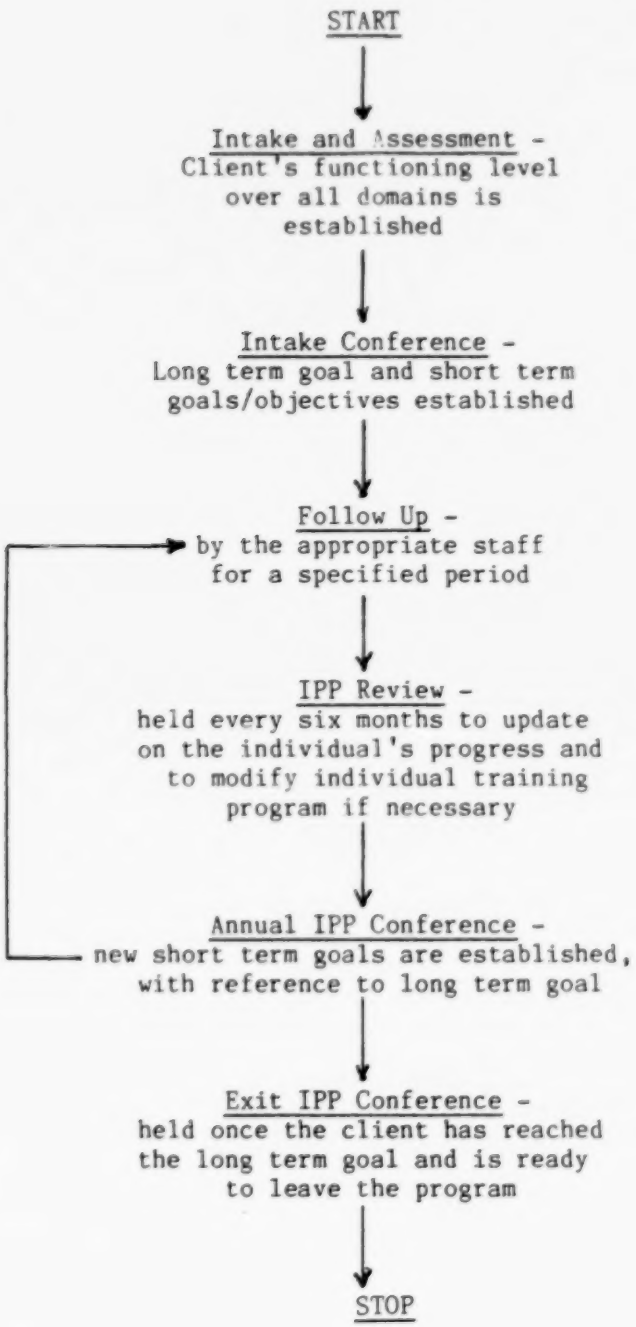
I. INTRODUCTION

The Individual Program Plan (I.P.P.) system is the method of client servicing in place at The Vocational and Rehabilitation Research Institute. As established by the Individual Program Plan (IPP) Information Package (LeVangie & Ward, 1987), the I.P.P. system -- adopted by The V.R.R.I. in October, 1983 -- is one which "[utilizes] the least restrictive environment [to] provide the client with services to maximize his [or her] potential for independence" (p.4). Additionally, "an INTERDISCIPLINARY TEAM will assist the client to achieve measurable and obtainable GOALS AND OBJECTIVES" (p.4); the information package specifies that the team shall include the client (and/or his or her representative) as well as relevant individuals from the following disciplines: residential training, recreation (formerly leisure), social education, and vocational training or placement. The team may also include: medical professionals, representatives from other (external) agencies, relevant family members, guardians, consultants, and citizens' advocates. A representation of client movement within the I.P.P. system is shown in Figure 1 (p. 2).

In August of 1985, an evaluation of the I.P.P. system was undertaken (LeVangie, 1985). Within the report, communication among I.P.P. team members (TM's) was cited as important for the effectiveness of the I.P.P. system. For example, three of the recommendations (pp. 33-34) were that:

Figure 1. Client Movement in The IPP Process *


START
Intake and Assessment - Client's functioning level over all domains is established
Intake Conference - Long term goal and short term goals/objectives established
Follow Up - by the appropriate staff for a specified period
IPP Review - held every six months to update on the individual's progress and to modify individual training program if necessary
Annual IPP Conference - new short term goals are established, with reference to long term goal
Exit IPP Conference - held once the client has reached the long term goal and is ready to leave the program
STOP

* Adapted from Levangie and Ward, 1987.

1. A follow-up system should be designed for I.P.P., such that all team members are informed of the status of conference goals, objectives, and recommendations.
2. There should be a person (or group) responsible for communicating global client needs to management personnel.
3. Lines of communication between all departments and levels of management could be cleared, so that I.P.P.-related information would flow more efficiently between team members, resulting in a more interdisciplinary team approach.

In addition to these recommendations, the very definition of I.P.P. procedure -- especially the cooperative team approach to serving clients -- implies the crucial function of effective communication. Despite the central role played by communication, detailed knowledge of its character in the V.R.R.I.-I.P.P. context is, where it exists at all, very limited. This lack of knowledge suggested that a fuller understanding of communication and related concerns was needed. In order to acquire this better understanding, a survey was undertaken

II. METHODOLOGY

A. Informal Interviews

Largely as a means for developing questionnaire items, unstructured and informal interviews were conducted with I.P.P. team members (TM's), to ascertain what they felt to be important

issues and concerns with the I.P.P. method and communication. Interviews were very open and -- aside from an introduction of the interviewer and an explanation of the general purpose of the interviews -- they essentially consisted of a single question, namely, "What do you feel are the important concerns or issues of I.P.P., in the way of communication?"

With an aim to having breadth and diversity in the sample, interviews were planned for staff members (6), clients (2), external agencies (2), and one family member.[1] Names of staff who were to be interviewed were drawn from The V.R.R.I. phone list; managerial and front line staff were involved and representation included vocational, residential, social work, and social education units. External agencies were selected from a list of agencies which are currently involved with I.P.P. at The V.R.R.I. Clients and family members were chosen who would very likely be articulate, interested, and willing to discuss their feelings and observations. Consultation with the I.P.P. researcher and chairperson helped to reduce the list of potential interviewees to its eventual size and composition.

Of the eleven potential interviewees, only two (one staff and one external agency representative) could not be contacted. Of those who were contacted, all consented to an interview. All but one interview (the one with the family member) were carried out in person, one being conducted via telephone. Approximate interview length ranged from 20 to 85 minutes.

B. The Survey

1. Sampling

Team members (TM's) were considered as three subpopulations: "internal" TM's (staff), "external" TM's (non-staff), and clients. Internal TM's were further classified as staff from the following units: Residential, Vocational, Social Work, Social Education, the Program Resource Team, Recreation, Employment Program, and Health Services. For external TM's, subclassification produced categories of: parents, siblings, guardians, advocates, client service co-ordinators, professionals at external agencies, client representatives and (residence) proprietors.[2] The I.P.P. chairperson was also surveyed. With the assumption that the two major sub-populations differed markedly in certain characteristics,[3] it was decided that the survey would demand two different questionnaires (see section 2) and, correspondingly, two different sampling procedures.

In the case of the internal TM's, potential respondents (both front-line and management staff) were identified by way of the Day Training and Residential monthly staff statistics (June, 1986). Part-time employees -- who would be only superficially involved in I.P.P. -- and staff who had terminated employment were not included in the sample. Since the size of the resultant population (a total of 103) was not unwieldy, a survey of all of the internal TM's was a reasonable course of action. Proportions

in which the various service units were represented are indicated by the figures in the totals column in Table 1.

In the case of the external TM's, conversely, a population survey was not feasible since their total number well-exceeded 350. Thus, a sample survey, which seemed the more reasonable approach, was undertaken. Because the particular relationship to the client held by an external TM (parent, guardian, etc.) would likely be an important factor in communication, random selection from within each of the various client-relationship categories was the most logical alternative, ensuring an opportunity for between-group comparisons.

Lists of external TM's were available to the researcher from V.R.R.I.'s Client Records Department, under the heading of "Interested Parties". It became clear that, for the purposes at hand, the general categories used for the "Interested Parties" list were somewhat inadequate as considerable numbers of parents and siblings were also involved as guardians. The researcher conjectured that having more than one type of relationship with the client could be significantly related to perceptions of communication; consequently, random selection was performed on the subcategories (e.g., parents versus parent-guardians) as if each were a separate interest category altogether.

When the necessary sampling operations had been completed, there were 154 potential survey respondents, present in the numbers shown in the total column of Table 2.

2. The Questionnaire Form

As mentioned in the previous section, differences between internal and external team members necessitated the development of two questionnaires.[4] The questionnaire (Appendix C) shows the questions from both forms, indicating where the two differed.

PART I of the questionnaire was aimed at gathering basic information on individual respondents: i.e., the nature of the client-respondent relationship, and whether or not they have had an orientation to I.P.P. PART II of the questionnaire dealt with TM perceptions of the I.P.P. system or, more specifically, TM knowledge of the same. (Accurate and complete knowledge of what is relevant to communicate, of course, is fundamental to effective and efficient communication in any organizational setting.)

PART III was designed to determine the respondents' attitudes and evaluations concerning the various kinds of I.P.P. communication. To accomplish this, the questions were clustered, firstly, according to the time and place of the communication, secondly, according to the mode of communication (telephone,

written, face-to-face), and thirdly, according to type and frequency overall. As evaluative dimensions of communication, the questionnaire considered utility, comprehensibility, rate, intensity, importance, formality, completeness, relevance and system flexibility. In the main, these dimensions were selected from a comprehensive list of similiar criteria, from Communication Yearbook 2 (Farace, Taylor, and Stewart, 1978, p. 276).

The method by which the information in PART III was sought merits a brief discussion. For many of the questions, statements were provided with which the respondents were to indicate their agreement or disagreement, and the degree to which they agreed or disagreed. Rather than using the orthodox numerical (Likert) scale (where 1 = strongly agree, 2 = somewhat agree, etc.), the researcher used the scaling method suggested by Payne (1973, p. 98). This method uses a scale of "Yes/yes/no/No" to offer alternatives for expressing agreement or disagreement, indicating a strong agreement (YES), a slight agreement (yes), a slight disagreement (no), or a strong disagreement (NO).[5]

A second point concerning the opinion statements involves their connotative difficulties. Since creating clearly defined opinion statements necessitates establishing a positive or negative stance on an issue, measures were taken to control for the 'leading' qualities of the statements, with statements being worded positively or negatively according to random assignment.[6]

PART IV of the questionnaire concerns the types and frequency of communication overall. Here, "types" refers both to the mode (e.g., telephone versus memos) of communication and the level of formality. This section also re-addresses -- but in a quantifiable way -- the issue of the rate of communication.

The outlook of communication is the theme of PART V. The respondents were asked to evaluate the connotations of I.P.P. communication in terms of optimism or pessimism. PART VI investigates the level of interdepartmental awareness for I.P.P. team members.

PART VII attends to the important yet controversial issue of confidentiality as it relates to the information-sharing process. Presumably, both confidentiality and information sharing are priorities for all TM's. The particular wording of question 15 (#16 on the internal form) poses a dilemma, thereby evaluating the relative importance of each for the respondent. By attempting to tap into the interaction effect of confidentiality and information sharing, the questionnaire more closely approximates real life situations. The items for the confidentiality and information-sharing section consisted of six statements which advocated certain information sharing strategies under various conditions. Respondents were instructed to indicate their agreement with each statement, employing the YES/yes/no/NO scale (discussed above).

Although one may refer to the actual questionnaire items, we may summarize the underlying structure of the confidentiality section. Three different levels of perceived confidentiality were included in the various statements: information which is confidential (statements a and b), information which is non-confidential (c and d), and information regardless of its confidentiality (e and f). In all cases, respondents were asked to imagine information such that it could help the client. Also, the statements can be subdivided according to whether the information is to be openly shared (statement a) or not openly shared (statements b-f). The latter of these subdivisions may be further broken down into those statements which advocate restricted or selective information sharing (b, d, f) versus those advocating unrestricted information sharing (c, e).[7]

PART VIII of the questionnaire is devoted to gathering final comments and suggestions by (1) inquiring into the respondents' satisfaction/dissatisfaction with the present state of communication between team members, with an opportunity to elaborate; (2) asking for any suggestions the respondent may have for improving communication; and (3) providing an opportunity for the respondent to raise topics or issues which they felt were not adequately dealt with (if at all) by the questionnaire.[8]

3. Delivery of the Questionnaire

Basically, delivery was accomplished in one of two ways, contingent upon certain conditions.

1. For the "external" participants, the most time-efficient means available was that of a mail-out, mail-back approach. The research packages which were sent out included a cover letter explaining the purpose and procedure of the questionnaire (see Appendix D), the questionnaire form itself, and a stamped, self-addressed return envelope. Each of the questionnaires was given a three digit code which corresponded to a code recorded on the Interested Parties list, for the purposes of non-response control.

2. For The V.R.R.I. Day Training and Residential staff, the questionnaires were hand-delivered. Thus, cover letters were not needed for these participants. Questionnaires for these respondents were also coded as above.[9]

III. SURVEY RESULTS

In this section, I will first present the response rates for the survey, followed by a detailed examination of response content. In the case of response rates, it will be necessary to look at overall rates, as well as those for different TM subclassifications. In presenting the response content, I will proceed by question, according to the internal (the most complete) questionnaire form. In both cases, I will consider absolute differences in response frequencies, as well as whether or not these differences are statistically significant. In the latter case, the chi-square statistic will be used. Where total

results are analyzed (i.e., not distinguished by internal/external or other divisions), statistical information will usually be presented in corresponding tables. In other cases, overall results are concise enough to be treated in the text and, along with the statistical information, will be dealt with there. Also, additional chi-square tests have been performed where differences between responses from various subclassifications appeared to be significant; statistical information, in these cases, is also presented in the text.

It should also be noted that, as a rule, the results from the YES/yes/no/NO scale were collapsed (dichotomized) before the chi-square analysis was undertaken. This procedure, in addition to simplifying interpretations of the results, permitted analysis in cases where the detailed results would have provided insufficient frequencies. Both the detailed and the dichotomized results appear in the Tables section.

A. Response/Non-Response Rates

As one means of placing the content of the survey responses in a meaningful context, we should first examine the response rate. For the survey sample as a whole, the response rate was 47%, with 120 of the 257 potential respondents returning the questionnaire. For the external survey, the response rate was 31%, with 48 of the 154 questionnaires being returned.[10] The internal TM response rate was 70% (72 of 103 surveys returned).

Thus, we note that the internal response rate was significantly higher ($X^2 = 35.68$, df = 1, $p \leq .001$) than that for the external sample.

Looking more closely at the external response rates (summarized in Table 2) we notice that there is a great deal of variation between interest categories. This variation is especially great when considering the public guardian (the only one surveyed did not respond), the siblings (only a nine percent response rate), and the foster parent (one surveyed, one responded). Unfortunately, due to the small sample sizes for guardians, citizen's advocates, and client service coordinators, the response rate differences cannot be fully assessed. However, by collapsing the remaining categories (with parent/guardians and foster parents considered as "parents", and sibling/guardians grouped with "siblings") we may analyze at least some of the differences. Upon doing so, we find that the analyzed groups differ significantly in their response rates ($p \leq .01$), due mainly to siblings' (14.29%) and proprietors' (16.67%) comparatively lower response rates.

Testing the hypothesis that response characteristics would be influenced significantly by the extent to which the respondent was associated with the client, the researcher controlled for whether the respondent was identified with the client in one or more than one way. Thus, response rates for parent/guardians and sibling/guardians

were collectively compared to the overall response rates for the remainder of the external respondents. Despite the fact that single-interest parties' response rate (42.42%) was greater than that for double-interest parties (28.10%), this difference is not a statistically significant one ($X^2 = 2.45$, df = 1).

Just as the external response rates were broken down according to interest category, a similar procedure was undertaken for the internal response rate data. As shown in Table 1, there was a slightly greater response rate by the Day Training (72.73%) versus the Residential (69.90%), but it is not a significant difference. A more profound response rate discrepancy appears when the figures for front line staff are compared to the response rates for Managers and Co-ordinators (including P.R.T., Social Education, Social Work, Employment Program, Support Staff). Front line staff shared a lower response rate (68.24%) as compared to Managers/Co-ordinators (87.50%). However, due to small group sizes, Chi Square analysis cannot be performed to evaluate statistical significance.

B. Response Content

First, we may discuss the matter of the ratio of client-respondent involvement. For the external respondents, from Question 2, the mean number of clients with whom they are involved is one. However, the results range from those who report not being involved with any clients (4 respondents), to involvement with seven clients (1 respondent). A similar question (number two) on the internal form asked for the number of clients currently on the

respondent's caseload. Again, responses varied greatly (from 1 to 350 clients) with the average (mean) being about 24, and the median -- probably the best indicator in this instance -- being ten.[11]

1. I.P.P. Orientations

In order to discover the extent to which TM's were formally oriented to the I.P.P. system and TM's evaluations of the orientation, the followng two questions were asked "Have you received an orientation to I.P.P.?" and "Was this adequate or not?". We discovered that 53 (75%) of the internal respondents had orientations; with 40 (75%) of these reporting it was helpful. Also, 23 (50%) of the external respondents, reported having "an orientation" to I.P.P. It is unclear whether or not every respondent understood "orientation" as referring to an official I.P.P. orientation (versus, say, a brief orientating phone call)-- a possible explanation for the unexpected high numbers of external participants reporting orientation experience. Because of this apparent ambiguity, only internal TM responses can be safely used in further analyses involving Question 3.

Although a lower proportion of "oriented" external TM's is somewhat understandable (given that extensive attempts to regularly orient external TM's is only just beginning at the time of writing this report), non-oriented internal TM's pose a different problem. One reason for non-oriented internal TM's could be the length of time (i.e., insufficient for an orientation) that they have been staff at

the V.R.R.I. The only indicator to assist in this task is question 1(c), which asks how long the internal respondent has been in his or her present position at the V.R.R.I.[12] When looking at the non-oriented staff respondents as a group, we note that their tenure ranges from two to 21 months (median time = 6.5 months) with four of the 18 non-oriented respondents having held their current position for at least one year. Eleven of them have been at the V.R.R.I. at least six months. Thus, it is questionable as to whether length of time employed is the most important factor influencing the presence/absence of an orientation.

2. The I.P.P. Concept

Question 4 was designed to check on TM definitions of I.P.P. by asking "Please outline, briefly, your understanding of I.P.P." (see Appendix B for transcribed responses). The model response to the question, and thus one source of evaluative criteria, would presumably touch on the three guiding principles of I.P.P., namely, (1) the interdisciplinary/team approach, (2) client centredness, and (3) the importance of accountability (identified by LeVangie and Ward, 1987, p. 6). As well, on the basis of results, the researcher planned to see whether or not respondents restricted the I.P.P. system to the annual conference setting. Both internal and external participants were most often correct in terms of the continuity principle (67%), second-most in mentioning client centeredness (53%), third-most in mentioning I.P.P.'s holistic outlook (45%), and least often included 'accountability' into their written understanding of

I.P.P. (8%).[13] Only five of the respondents explicitly demonstrated knowledge of all four I.P.P. principles (see asterisked responses in Appendix B). For each principle, internal TM's displayed a greater technical understanding than did external team members.

To test whether or not an orientation to I.P.P. would have an effect on the number of principles explicitly mentioned in responding to Question 4, the results were broken down according to the orientation variable (see Table 4). Only internal respondents were used, due to the possible ambiquity of the word 'orientation' as it appeared for external respondents. The results for accountability were again not used as they yielded insufficient cell sizes for statistical analyses. Contrary to the researcher's expectations, the "with orientation" group did not score dramatically higher on each part of the question; in fact, the differences in the scores between the two groups is non-significant.

3. General Concerns of Communication

Designed to be responded to by all participants regardless of their specific roles in the I.P.P. process, Question 5 asked about general communication concerns. Respondents indicated their attitudes by agreeing or disagreeing with several statements. Results are presented first, in their most complete form (Table 5) and secondly, with responses collapsed (dichotomized) into simple "Yes" and "No" categories (Table 5(a)).

Results for Question 5 reveal that, as a whole, TM's sometimes feel confused due to changes in team membership (61%), genuinely feel part of their teams (67%), and feel that their comments and suggestions are valued as much as other team members' (87%). However, mixed feelings were reported overall with respect to how clearly the responsibilities of TM's are defined; the slight tendency for agreeing that they are, is not a significant one. Moreover, when one compares internal and external responses, significant differences exist as to the extent to which confusion occurs due to changing team members ($X^2 = 6.01$, df = 1, $p \leq .02$) and how much the respondent feels part of his or her I.P.P. team ($X^2 = 6.81$, df = 1, $p \leq .01$).

4. Annual Conferences

All of Question 6 was devoted to information about conferences. Twenty-seven (56%) of the external TM's indicated that they had attended a conference versus 14 (29%) who indicated they had not, while the remaining respondents did not answer. In the case of the internal TM's, 48 (67%) reported that they had attended a conference (24 or 33%, had not). Overall, then, 75 (63%) of all TM's have attended an annual conference. On the average (mean), external participants attended the last conferences six months prior to the survey (i.e., February, 1986). Internal respondents had attended a conference on the average 3 months prior (i.e., May, 1986).

Question 6c (parts i - x) sought respondent attitudes with respect to certain aspects of the conference itself by agreeing or

disagreeing with related statements (see Tables 6 and 6(a)). According to the respondents, conferences are useful for them (94%), are held often enough (77%), are well-organized (87%), do not try to accomplish too much (71%), are neither too formal (79%) nor jargon-filled (76%), and are focussed on the client or I.P.P. (77%). The only aspect of the conference negatively evaluated by TM's was comprehensibility (66%): according to respondents, there are some things that go on at the conferences that not everybody understands. The two remaining aspects -- comprehensiveness and whether or not new material is raised -- showed mixed reports, with no significant trends in either direction.

External team member's responses to Question 6c differ significantly ($df = 1$, and $p \leq .01$ in all cases) in several respects from the internal TM responses. In comparison to staff responses, external TM's:

1. indicated more comprehensibility in the conference setting but, as a group, provided mixed evaluations ($X^2 = 8.81$);
2. more often reported conferences as focussing on clients and I.P.P.'s ($X^2 = 8.16$); and
3. were more likely to view conferences as too formal, but were uncertain as a group ($X^2 = 7.10$).

In other parts of Question 6c, internal and external responses were not significantly different.

Question 6d, investigating the level of perceived equality on the I.P.P. teams, found the results shown in Table 7. The results indicate that team members overall significantly agreed that all TM's share equally at the conferences. This result is especially due to the attitudes of the external TM's ($X^2 = 6.15$, df = 1, $p \leq .02$).[14] Reasons given for responding "NO" to Question 6(d) have been compiled in Appendix B.

5. After the Conferences

Question 7 looked at the events which are scheduled to regularly occur after the conference. Each of the four introductory questions (7A, B, C, and D1) were intended as "screening" questions, such that only TM's who were familiar with these four kinds of after-conference forms would need to be questioned about them. Unfortunately, by screening with a question that asked about forms related to the last conference which the respondent had attended, potential comments are foregone both from respondents who are familiar with the forms in other ways and those whose conferences were too recent such that inadequate time had passed for the forms to be circulated. The consequence of using these screening questions is decreasing response rates for each after-the-conference section, as indicated in the results from the four introductory questions (see Table 8). When examining the results from these four sections then, it would be wise to recognize the shrinking sample size; this becomes especially important in the case of the Six Month Reviews.[15]

For four of the five major parts to Question 7, respondents were able to express their opinion on the "YES/yes/no/NO" scale. The results of this are summarized in Table 9 and 9(a). All scales dealing with the conference summaries (Part A) yielded positive evaluations from both internal and external respondents. The responses suggest that the summary is useful to the respondent (73%), important for the success of I.P.P. (95%), comprehensive (81%), and is not too formal (88%). One month I.P.P. follow-ups (Part B), similarly, were evaluated as useful (78%), not being too formal (95%), and as necessary for I.P.P.'s success (76%). For the sections on I.T.P. follow-ups (Part C) and on Six Month Reviews (Part D), significant and positive evaluations were given: both forms are regarded as useful (89% and 100%), necessary/important (86% and 100%), and not too formal (93% and 83%) (refer to Table 8a for figures and confidence levels on all parts of Question 7).

Comprehension of the general referral form's function was the subject of Question 7E. Quite stringent criteria were used to evaluate the responses and completeness of the response was necessary for coding it as 'correct'. In order to be considered 'correct', the response was required to mention that the general referral form was used

1. to implement changes to a clients' program, that
2. were not agreed upon at the conference, and
3. require the signature of other TM's in order to be realized.

Three (11%) of external TM's who responded to this question provided responses which satisfied these three criteria. In the case of the internal TM's, 38 (54%) provided "correct" answers.

6. Face-to-Face Meetings

Question 8 gathered information on face-to-face meetings that had occurred in the year prior to administering the survey (between July, 1985 and July 1986). Twelve (38%) of the external TM's and 57 (83%) of the internal TM's who responded to part A, reported having face-to-face meetings during that time. Sixty-one of these sixty-nine respondents indicated the approximate frequency with which these meetings had occurred, as shown at the left of Table 10. Based on these results, most meetings for internal and external TM's occurred, at most, once per month.

Respondent attitudes toward past face-to-face meetings were dealt with in part A as well, and the results of these scaled questions are summarized in Tables 11 and 11(a). We note that, despite differences in sample size and composition, the external and internal TM groups were fairly comparable in their attitude-response patterns. Unfortunately, due to insufficient external responses, this comparability cannot be more accurately assessed. Overall, we note that TM's find that the meetings are useful (70%), that they are not too formal (94%), and that they are easy enough to set up (83%). However, mixed feelings were evidenced with respect to meeting frequency: as a group, TM's seem uncertain as to whether meetings occur often enough or not.

Allowance was made in Question 8C for the respondent to indicate the general purpose of the face-to-face meetings. We may speak of both first-mentioned and total frequencies. For the internal group, the most common first response was "special concerns" (11 responses out of 54); however total frequencies placed "crises/behavioral difficulties/problems/problem solving" (16 of 97 responses) ahead of "special concerns". For the external TM's, the most common first responses were "information sharing/general discussion" and "special concerns", though each of these had only two responses (jointly representing 40% of the first-mentioned responses). The total external meeting-purpose responses show information sharing/general discussion as the leader (three responses). Additional purposes as expressed by both internal and external TM's (including their frequencies), as well as comments concerning meetings, are listed in Appendix B.

7. Telephone Communication

Question 9 probed for information from all respondents concerning telephone communication. Turning to the reported frequency of phone calls for all team members, we discover this distribution shown at the right of Table 10. The overall response distribution is quite flat and, in spite of the greater number of responses in the "twice a month" category, the difference is not a major one. In order to find real differences, we need to consider external and internal team members' responses separately. When we do, we find that the majority of phone calls for internal TM's

occurred at least twice a month, while in the case of external TM's the majority occur, at the most, once per month.

Similar to the section on face-to-face meetings, respondent attitudes to previous telephone communication they had produce the results presented in Tables 12 and 12(a). As we note, both part 1 and part 3 -- i.e., usefulness to respondent, and importance to I.P.P. -- yielded positive results. However, part two -- appropriateness of frequency -- indicated overall uncertainty as to whether or not meetings occur often enough. As in the instance of face-to-face meetings, general purposes for telephone communication were recorded. All responses are reported in Appendix B but, again, modal frequency for first-mentioned and overall responses should be discussed here. "Updates" was most frequently the first-mentioned purpose of telephone communication in both the external group (3 out of 14 responses) and the internal group (18 out of 49 responses). "Updates" also remained the most frequently cited purpose of telephone communication when all the responses were considered; for external respondents, though, "problems/behavioural difficulties/crises" was cited just as often. Comments on the Telephone Communication Section are reproduced in Appendix B.

8. Memos

Question 10 on memos was applicable only to the internal respondents. Speaking in terms of the previous year, 46 staff TM's (68%) recalled receiving a memo regarding clients and/or their

I.P.P.'s. As a means of communication, significantly more respondents (34, or 79.07%) suggested in part B that they are about right as far as communication formality goes, than that they are too formal or too informal ($X^2 = 40.03$, df = 2, $p \leq .001$). Fifty four percent (25 respondents) also felt that memos should be used as often as they are being used at present, significantly more than those who preferred them being used more or less often ($X^2 = 13.09$, df = 2, $p \leq .01$). Attitudinal scales [part A(i), A (ii)] provided statements about the usefulness of memos ("memos are not very useful for me") and the completeness/comprehensiveness of memoed information ("usually cover all the important points"). For the former statement, 33 (78.57%) of the respondents disagreed, indicating that memos are indeed a useful means of communication ($X^2 = 12.60$, df = 1, $p \leq .001$). However, mixed feelings are evident in the results from the latter statement where there were no significant differences between those who agreed (23 repondents, or 54.76%) versus those who disagreed (19, or 45.24% of the respondents) that memo information is usually complete enough.

The main purposes of memos revealed varied responses. All of them are listed in Appendix B, but it may be noted that simple "information sharing" was the most frequently mentioned purpose -- both as a first-mentioned one (11, or 24.44% of the responses) and overall (13, or 23%).

9. **Modes of Communication**

The results from Question 11 give an indication of respondents' prioritization of the different modes of communication.[16] To gain an overall picture, we may consider the average rank (1 high, 4 low) given to a particular means of communication, for external, internal and TM's overall (see Table 13).

Overall results do not clearly indicate which mode of communication is most preferred; the difference between the average ranks for telephone and meetings are very slight. This ambiguity is present in the internal TM preferences as well, but external TM's appear to prefer telephone communication most of all. In both the internal and the combined samples, Memos/Written Communication and "Other" modes, respectively, hold the third and fourth ranks. External respondents as a group, however, were more inclined to rank "written" communication as second.

10. Formality and Frequency

In Question 12, the respondents were asked for their preference as to the formality of communication. The results are shown in Table 14. These results suggest that there is a tendency in the direction of informal communication.[17] Reasons given by the respondents for their preferences for formality or informality of communication are shown in Appendix B.

Asking about how often formal and informal communication should occur (Question 13) yielded the results shown in Table 15. For both formal and informal communication, the overall results for the predesignated responses indicate that "once a month" is the most preferred frequency. This is particularly true in the case of informal communication where "once a month" is quite clearly preferred (25 of 97 responses) more than any other. For formal communication, on the other hand, the preference for "once a month" (29 of 95 responses) is not as clear, as 27 respondents indicated "less than once a month". Overall response patterns, then, indicate that for formal communication, this preference is for at most once a month (56 responses total), as opposed to informal communication where the general preference is for at least monthly communication (62 of 97 responses).

However, this brief of an analysis overlooks two important facts. Firstly, to consider only categories 1-5 blurs the considerable number of "other" responses -- indeed, accounting for more responses than any other category in the case of informal communication. Although all of the "other" responses to Question 13 are listed in Appendix B, we may note that "as necessary/as needed" was the response most often cited (for formal communication, five times; for informal, twelve times). Secondly, slight differences exist between internal and external responses with respect to informal communication frequency. Judging from the distribution of TM responses shown above, the general tendency in external TM

preference is between "once a month" and "less than once a month", whereas internal TM responses show a tendency between once a month and once every two weeks.

11. Outlook of I.P.P. Communication

Question 14 was designed with the intention of testing the general outlook (i.e., pessimism versus optimism) of I.P.P. team members' communication; the question asked: "For the most part, do you find that the communication in I.P.P. (from all sources, in and out of conferences) deals with problems and crises, or would you say that most of the communication deals with progress and accomplishments?" Ideally, according to the I.P.P. mandate (LeVangie & Ward, 1987), the clients, and his or her situation should be presented in a positive light -- emphasizing their strengths and needs (a positive approach to qualities/ skills which are lacking). It was conjectured by the researcher that, while this optimism may hold largely true for the conference setting, certain structural (e.g., caseloads or scheduling constraints) and interpersonal elements could predispose TM's toward a more negative and reactive approach to communication.

Overall, the results (see Table 16) suggest that the significant majority of communication is about problems and crises. However, because of strong differences between external and internal response patterns, a separate consideration of each group is justified. For external TM's, the tendency to choose any one response over any other

is non-significant suggesting that, for external respondents, the 'optimistic/ pessimistic' qualities of communication are more or less randomly distributed.[18] The results of the internal sample clearly indicate that respondents feel that communication is usually about problems/crises (41 responses, 59% of the responding internal TM's): in fact, this category garnered more responses than the other three categories combined.

12. Interenvironmental Awareness

Question 15 sought to describe the amount or level of awareness of the client's situation, as it exists between areas or environments. The results are summarized in Tables 17 and 17(a). Ideally, given the guiding I.P.P. principles of holism and accountability, the respondents should have indicated high awareness for all those environments which were applicable to their son(s)/daughter(s)/ward(s)/ client(s), (e.g. V.R.R.I. vocational, V.R.R.I. residential). Deviation from this ideal response would, then, be an indication of deviation from those guiding principles, since the TM would have possessed an unbalanced, if not one-sided, view of the client.

Overall responses for all but the "other" environments show a greater number of "Aware"/"Very Aware" responses (278, or 77.22%) than "Unaware"/"Very Unaware" responses (82, or 22.78%). In fact, this holds true for each of the five predesignated environments. However, significant differences between the two basic kinds of

responses (see Table 17(a)) exist only for the "Vocational/VRRI", "Residential/VRRI", and "Familial" areas; results for "Vocational/Non-VRRI" and "Residential/Non-VRRI" failed to yield significant differences between the numbers of aware versus unaware respondents. Results concerning "other" areas (listed in Appendix C) also showed significant differences in favour of aware responses.

13. Confidentiality

An analysis was performed on Question 16 (see Tables 18 and 18(a)), which dealt with confidentiality and information sharing. The questions asked the respondent to consider hypothetical information that "could help the client" under a variety of circumstances, and the respondent was to agree or disagree with a statement. Regarding respondents as a whole, it could be said that they feel that:

a. "Confidential information should not be completely concealed from all team members;

b. "Confidential" information should be conveyed to selected team members only;

c. "Non-confidential" information should be passed along to all team members; and

d. (As a corollary) "non-confidential" information should not be passed along in a selective fashion.

However when one considers the statements regarding all helpful information (regardless of its confidentiality), uncertainty is expressed in the results as a whole. Whether the statement said that such information should be passed along selectively or indiscriminately did not ultimately matter. Also, a comparison between the external and internal TM responses shows that external

respondents were significantly more likely than internal respondents to favour the withholding of "confidential" information ($X^2 = 5.73$, $df = 1$, $p \leq .02$), but as a group displayed uncertainty as to what one should do.

The final pre-coded question (Number 17) asked the survey participant for an overall evaluation of I.P.P. communication. Results are shown in Table 19. These results indicate of mixed feelings towards current I.P.P. communication. Overall, there is little difference between the number of satisfied versus dissatisfied TM's. A difference begins to emerge if we consider the external responses by themselves. However, even this difference is not significant.

Perhaps a clearer idea of why such mixed evaluations exist might be ascertained from the comments which are reproduced in Appendix B. Some of the typical reasons given for satisfaction with the present state of I.P.P. communication are that: amount is adequate; TM's are easily accessible; it happens as its needed; or that TM's are friendly, useful, supportive, and helpful. In contrast, some typical reasons given for dissatisfaction are: problems of frequency/amount, problems of initiative, too problem-centered, a lack of communication up and down the administrative hierarchy, and curre[illegible] or complete information.

When the respondent had completed the questionnaire, opportunity was given for them to suggest changes which could improve communication, as well as an opportunity to comment on any unattended issues/concerns. No attempt will be made to either summarize or classify the responses; to do so would obscure the rich variety of ideas and feelings. Instead, the reader directed to Appendix B, where these responses have been reproduced in their entirety.

IV DISCUSSION: METHODOLOGY

Having now discussed some of the most salient aspects of the survey results, it is appropriate to set forth some limitations on these results, and some cautions for their interpretation. To accomplish this, we will take the approach of a discussion of the survey procedure. This discussion will serve the dual purpose of: (a) providing a more complete and accurate context within which to assess the survey phase of this research, and (b) indicating some of the potential difficulties with the survey, which could be profitable if further research in this area is conducted.

1. Sampling Concerns

The way in which the sampling, and subsequent, portions of the research were conceived and carried out raises a crucial issue, arising as a consequence of using "internal" and "external" lists and samples. To the extent that the researcher was justified in making this distinction between the two TM Groups -- a distinction which was

maintained throughout this study -- a boundary may be seen to exist, which could likely impede the smooth, holistic functioning of the I.P.P. team.[19] Although this issue has not been directly addressed by this report, it remains an important area for investigation.

In addition to this more-or-less implicit point regarding the sampling methods, explicit statements may be forwarded which are supported by more trustworthy evidence. Mostly, these comments revolve around the nature and the condition of the external lists that were used for the external participants. Overall, the lists were inadequate for the purposes of this survey. First, the files were not current, a conclusion supported by the fact that 10 (6.0%) survey packages were returned unopened. One had a note, stating that the TM had moved from that address two years previously! While this was extreme, the remainder of the unopened packages were returned because of incorrect, outdated, or (in some cases) non-existent addresses. Since all team members are, at least theoretically, equal members in I.P.P., the negative effects of this missing information must be considered as severe as if it had taken place for the so-called internal population (or, at least, as an average effect over the survey as a whole).

A second reason for population list inadequacy concerns the manner in which personal information is listed in the files. To be sure, an alphabeticizing process is used; however, this is done according to the first character of the first name or title. To illustrate the difficulties which may occur, consider the fictitious

couple, Mr. & Mrs. Doe. They could have been listed in a variety of ways, including:

1. Mr. & Mrs. Doe (alphabeticized as "Mr..")
2. John Doe - guardian (listed under "Jo...")
3. Jane Doe - guardian ("Ja")

In fact, not only could they be listed in any of these ways, but they could be listed (individually, or as a couple) in more than one way, therefore in more than one place in the lists (provided they fall under more than one interest category). Considering the size of the master Interested Parties list (52 pages), a manual process of eliminating all duplicate entries is, at best, problematic. Consequently, although such an elimination process was attempted by the researcher, some error resulted.[20]

Also on the topic of generalizability, we may now address what may be the most serious limitation in respect to sampling method: the absence of client input into the survey research. This is especially serious when considering the I.P.P. principle of client-centeredness. The reason why the researcher opted not to involve client input into the survey results was affected by time and manpower restrictions. Structured interviews would have to replace the questionnaire format used for the other TM's, since a representative sample of client respondents would include all levels of functioning. The severe lack of client input (except indirectly, through other TM responses) in this report should not be taken as an indication of the researcher's belief that it would not be valuable.

It was merely practical considerations which resulted in its being excluded here. As meager compensation, it can only be urged that research be directed at this aspect of I.P.P. communication.

2. Concerns With the Questionnaire Form

At this time it may be profitable to discuss the methodology of the questionnaire design (Please refer to Appendix C). In the first place, two typographical errors were overlooked in proof-reading the finished questionnaire. The first typographical error lies in an inconsistency for external respondents between the deadline return dates stated (1) on the questionnaire itself (July 31), and (2) in the covering letter (August 13). Although this may have caused some initial confusion, it seems reasonable to surmise that this inconsistency would not significantly affect results, either in terms of the rate or content of responses. The second typographical error, which affected both internal and external participants, involves the question-omission (skip pattern) instructions which appear in the question on the general referral form [question #7.E(i)]. There, respondents who indicate that they are not aware of the form are then instructed to proceed to Question 11; the intention, however, was to direct the respondent to question 8.

Another problem in the questionnaire format concerned the nature of the second question, which asks for the number of clients with whom the respondent is involved. This question potentially gives rise to two difficulties. First, external non-professional

participants may have felt that this implied a professional-type relationship and that they received the questionnaire in error.[21] Second, staff members may have found ambiguity in the word "involvement", wondering whether the researcher meant being integrally and intensively involved with clients' I.P.P.'s, or merely being involved in a supervisory fashion.

Another focus for this methodology discussion is the nature of the communication assessment questions (PART III) in which, it will be remembered, the YES/yes/no/NO scale was employed. Randomly-assigned negative statements were introduced as a control for possible "leading" statements. When it became necessary for the respondent to employ a double-negative statement in order to express their opinion they may have become confused.[22] Manifestly, three respondents were either unwilling or not readily able to perform this abstract task; how many others had similar difficulties, and the summary effect(s) of this on the results, is something which is not readily assessable. One can only recommend that if used in future research, similar methods take precautions to minimize this problem, perhaps by incorporating a concrete element within the instructions.[23]

In continuing this discussion, I also wish to raise the issue of "formality", as the term is employed in the questionnaire. Strictly speaking, formality denotes attention to constitution, structure, or form as distinguished from concern with content. Considered in its

dynamic as well as its static element, then, formal communication would concern itself with regularity (i.e., according to established intervals of time) and structure. Indeed, this is the definition which was settled on by the researcher, and it was included as a parenthetical note on several occasions when "formality" was used, in order to ensure a common understanding of the term, hence maintaining the comparability of the results. However, it is difficult to establish that for some respondents the terms "structure" and "regularity" are any clearer (or less intimidating) than the problematic term "formal". Nevertheless, no alternative was discovered by the researcher which would satisfy needs for comparability, clarity, and precision.

A final concern in this methodology discussion involves two points in regards to PART VII, on confidentiality and information-sharing. In the first place, "confidentiality" itself is a somewhat nebulous notion. Thus, despite the urgency of the issue examined in Section 7, it is very difficult to gather some comparable and generalizable data. Respondents seeking further clarification of the concept used in this question were told by the researcher that they should consider "confidentiality" to be that information which TM's would designate as private or personal. It is difficult to say whether this further clarification was successful or, granting that it was, whether or not this had any implications for response comparability. Nonetheless, it was, practically speaking, the only alternative available to the researcher to increase clarity without

detracting from the TM's response in terms of its universal and "normative" character (i.e., that everyone on the team should follow a particular ethical procedure).

Another problem with the confidentiality question is the ignorance on the part of the researcher in terms of how respondents may have broken down the issue itself. One respondent indicated different attitudes regarding confidentiality depending on whether or not the dilemma was posed within (during) or outside of (before or after) the I.P.P. annual conference setting. In the event that the issue is pursued in future research, consideration may be given to permitting this distinction to be made by the respondent.

IV SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

An analysis of the response rates for the survey showed that external response was significantly lower than that for internal TM's. In partial explanation, it may be recalled that different procedures were used in distributing and returning the survey (hand-delivered versus mailed); it could very well be that the degree of personal contact may have contributed to a higher response rate for the internal survey. Moreover, as indicated earlier, the currency (or lack thereof) of the external population lists could be a factor in the different response rates. Also, it is likely that 'pressure' is present for internal TM's, who might perceive completing the survey as an aspect of their job, therefore leading to higher response rates for them. None of these potential factors could be verified by the present data.

External response patterns show differences between parents, siblings, and proprietors -- principally because of lower response rates from the latter two. Also related to the external response rates it was found, contrary to the researcher's expectations, that the respondents being associated with the client in more than one way did not significantly affect the response rates. Internal response rates failed to reveal significant differences between the two main units at The V.R.R.I. (i.e., Residential and Day Training). Disproportionate response rates, favouring management over front-line staff, could not be assessed for significance.

Perhaps predictably, internal TM's reported being involved with more clients than external TM's, and overall revealed a greater range in the number of clients they served.

That roughly half of responding external team members reported having an I.P.P. orientation was taken as a misunderstanding on their part, since orientations for external TM's were only beginning to occur at the time of the survey. The majority of the internal respondents reported having an orientation, with most of these reporting that it was helpful. In an attempt to account for what seemed like a considerable number (25%) of non-oriented internal TM's, job tenure was used as a control; but, the average tenure for non-oriented internal TM's was more than six months, suggesting it was not a factor.

In terms of TM knowledge of the I.P.P. principles, it was noted that respondents were more likely to know that the I.P.P. process is not temporally restricted to the annual conference setting; accountability, conversely, was least frequently mentioned in the respondents' definitions. Internal TM's were more able to explicitly state the principles than external team members. While it might be argued that this is primarily due to a lack of an orientation to I.P.P. for external TM's, there is evidence that an orientation (at least a formal or official one) does not make a significant difference in the ability to state I.P.P. principles. These results could suggest either that (a) something is lacking in the I.P.P. orientation's attempt to instill the principles in its participants, or (b) "networking" or other informal means of communication can effectively disseminate knowledge of I.P.P. principles, such that non-orientated staff members reap the benefits of the orientation. Given that, in the three testable areas, both groups had a greater-than-chance success rate, the latter explanation is more reasonable.

By inquiring into some general communication concerns, it was found that TM's really feel part of their team, and feel that their comments and suggestions are valued as much as those from others on their team. Uncertainty exists, though, as to whether or not TM responsibilities are clearly understood by all members of the team. Also, external respondents were likely to indicate that changes in the team roster left them confused, although this was also the overall sentiment.

The section devoted to the annual conference showed a positive evaluation for eight of the eleven aspects which were studied. Uncertainty characterized responses concerning both the comprehensiveness of conference activities, as well as whether or not new material is raised. Negative evaluations were the rule for the how comprehensibility of conferences was viewed.

The events after the conference were represented by way of the five major forms which are completed after the annual conference: i.e., the conference summary, the I.P.P. and I.T.P. one month follow-ups, the six month review, and the general referral form. Respondents indicated a positive evaluation of the first four forms for each of the aspects which were studied. Of those who indicated familiarity with the general referral form, less than half demonstrated unqualified knowledge of it. For internal respondents, this amounted to uncertainty regarding the function of the form; for external TM's, results indicated no appreciable knowledge of it. In all fairness, it must be conceded that there exist degrees of knowledge about the general referral form; however, the coding procedures used for this study were concerned only with measuring complete and competent knowledge of the form's function. In all items in the after-the-conference section, drop-out rates due to the respondent screening process provided problems for generalizing the results. In addition, the researcher was often unable to compare internal and external TM's; where this was undertaken, no significant differences were found.

The section on face-to-face meetings revealed that most of the internal TM's and more than a third of external TM's had attended meetings in the previous year -- according to respondents, once per month at most. In general, meetings were evaluated positively, except that mixed attitudes surround the question of whether or not they occur often enough. Purposes of meetings proved to be varied but the most common response overall was "crises/behavioral difficulties/problems/problem-solving".

Results from the section on telephone communication indicate that most respondents have used telephone communication to discuss I.P.P. concerns, and the numbers for both internal as well as external groups are higher for telephone communication as opposed to face-to-face meetings. Approximate frequency of telephone calls was twice per month. In terms of usefulness, phone calls were rated very positively, and they were seen as necessary to I.P.P.'s success. Uncertainty existed among the respondents as to whether or not phone calls happen often enough. The overall most frequently mentioned purposes for telephone calls were "updates" and "problems/behavioral difficulties/crises".

The section on memos yielded results that showed that most internal team members use memos for I.P.P. purposes. As well the results indicate that memos are not generally viewed as about right in terms of formality and should be used about as often as they are being used at present. Results from attitudinal scales suggest that

memos are quite useful for individual team members, but respondents, overall, seemed undecided as to whether or not memo information was comprehensive/complete. The main purpose of memos was simply cited as "information sharing", though many other more specific purposes were mentioned.

Preferences for different modes of communcation were examined separately for internal and external respondents. External TM's preferred telephone communication over any other communication mode, with meetings and written communication quite evenly matched for second rank. For internal TM's, both meetings and telephone communication were closely matched for first ranking, with memos definitely ranked lower.

In general, it was found that both internal and external respondents preferred a balance between formality and informality in communication, with perhaps a slight tendency towards the informality end of the spectrum. When asked how often formal communication should occur, internal and external TM's generally agreed that, at most, once a month was sufficient. For informal communication, on the other hand, some differences arose: internal TM's overall indicated a range between once per week and once per month, whereas external team members seemed to feel that once a month maximum was sufficient.

Results from Question 14 indicated that, generally speaking, I.P.P. communication is about 'problems and crises' rather than 'progress and accomplishments'. This was supported especially by internal results; external TM's did not indicate one outlook significantly more often than any other.

When questions of interdepartmental awareness were examined, it was found that those areas linked with The V.R.R.I. (either vocationally or residentially) in addition to the family setting, scored highest in terms of respondents' awareness. Non-V.R.R.I. environments showed less respondent awareness (perhaps due primarily to reports of less awareness of these areas by internal team members, though this was not able to be verified statistically).

Questions concerning confidentiality and information sharing showed some interesting results as well. As far as confidential information itself is concerned, respondents generally disagreed that it should be censored from all team members, and generally agreed (at least somewhat) that it should be told to <u>selected</u> team members only. Blanket statements, attempting to establish TM attitudes toward communication without regard to its confidential status, only yielded uncertainty.

Overall, it was found that respondents from both inside and outside The V.R.R.I. are unsure as to whether I.P.P. communication is satisfactory or not.

Recommendations

Based on the findings of this study, recommendations for action in seven I.P.P.-related areas are justified (the character of the relevant evaluation is included in parentheses):

1. Confusion Due to TM Changes (Negative)

(a) To include, as part of the orientation for a new TM (whether new staff or newly assigned former staff), a familiarization with other TM's. Responsibility (and accountability) for establishing contact should rest with the new team member.

(b) Familiarization should not be limited to external TM's, although team member changes were most clearly a problem for them.

(c) Contact should not be limited to any one communication mode, though accountability must be maintained, irrespective of the mode chosen.

2. Clarification of TM Responsibilities (Negative)

(a) To devote special attention to the clarification of specific responsibilities of each TM.

(b) Role clarification should be ongoing, and not limited to the conference settings.

(c) If a general source of confusion (especially one which is eventually resolved) is identified, it should be communicated to the I.P.P. Chairperson immediately, to be used as a problem-solving resource for I.P.P. teams generally.

3. Inclusion of External TM's (Mixed)

(a) Results suggest that problems exist for team solidarity; attention must be paid to this difficulty in order to fulfill the I.P.P. mandate for interdisciplinary action.

(b) Again, attention to this problem needs to be ongoing, over the whole I.P.P. process.

(c) Again, general problems and resolutions should be reported to the I.P.P. Chairperson or social worker, so it may be used as a resource for problem-solving by all teams.

4. Conference Comprehensibility (Negative)

(a) To establish, via further research and/or team member discussion, exactly how comprehensibility in the annual conference setting is hampered. (Note: analysis of results failed to identify technical language as a problem in this respect.)

(b) (Since this recommendation is based largely on internal TM responses) internal feedback on this issue would be especially helpful.

5. Conference Comprehensiveness (Uncertainty)

(a) To establish, at least on a case-by-case basis, what issues are (in the opinion of TM's) neglected during the annual conferences.

(b) If time does not permit their resolution, to give these issues top priority for future (and accountable) contact between the relevant TM's.

6. Communication Frequency (Uncertainty)

(a) That TM's remain sensitive to the particular circumstances and demands of their teams, regarding the frequency of meetings and telephone contact.

(b) One way to accomplish this would be to routinely set up 'contact schedules' at the annual conference, suitable to the needs of each team and client. In a sense, contact schedules would be I.T.P.'s for team communication and could be formulated and evaluated in much the same way.

(c) In light of the value of informal communication, such schedules should be regarded with flexibility in mind, perhaps by qualifying them with the clause "at least...".

7. Communication Outlook (Negative)

(a) (Recognizing practical limitations) extra effort should be made to communicate client progress and accomplishments to other TM's (by definition, including the client him or herself). In this way, information of which the client becomes, or is made, aware will be more consistent with information shared in the annual conferences (and, thus, presumably more in line with the I.P.P. mandate).

(b) One means by which this could be facilitated would be a communication workshop; in this way TM's could learn to be more conscious of ways in which communication may be construed as negative, as well as ways in which communication may become more constructive and positive.

These recommendations and the supporting results were presented to front line staff at The V.R.R.I. Their feedback -- in the form of evaluations (of the recommendations), explanations (of the results), and alternative strategies with which to confront problem areas -- was recorded and is presented in Appendix E.

In conclusion, it is hoped that this study has resolved some basic questions about I.P.P. communication, especially questions which may pave the way for improvement of the I.P.P. system. Some necessary questions have, unfortunately, only been superficially understood, and as usual clarification awaits further investigation. Where they have been deemed appropriate, comments about the procedure used herein and some of the potential difficulties with it have been periodically raised. The intention behind this is that further investigations may also use this study as a foundation.

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NOTES

1. Clearly, the sample for interviewing was neither random nor strictly representative. The ratio of staff to external agencies to clients to family members in the sample is 6:2:2:1, respectively, which is surely not the ratio in the I.P.P. - TM population. However, two points merit mentioning: first, some breadth was attained in the selection process and, second, the basic purpose of the interviews -- i.e., the generation of testable hypotheses -- did not necessitate randomness nor representativeness. Nonetheless, these points must be tempered by the realization that no sound generalizations may be drawn directly from interview information and applied to the I.P.P. system as a whole. The results are herein presented (Appendix A) for consideration only.

2. For the purposes of the survey, proprietors were judged to be more similar to external TM's (e.g., having had no orientation at this time) than internal TM's; thus, they were included in this more appropriate sub-population.

3. The external population differs from the internal one both in terms of its size, as well as because of its non-concern with memos.

4. The resultant "internal form" was longer and slightly more extensive in scope than the "external form". For example the section on memos was not applicable to external TM's. In addition to deleting this section from the external form, the word "memo", which was used on the internal form, was replaced on the external form with "written communication". It may be argued that the inclusion of a "written communication" section on the external questionnaire would have been justified. Be that as it may, the researcher judged that: (a) for the purposes at hand, such a section would be less important than those questionnaire items which were ultimately kept for the external form, and (b) if such a section were included, the resulting length of the questionnaire may have jeopardized return rates for external TM's.

   As well, on the external questionnaire "clients" were referred to as "sons/daughter/wards/clients". Also the "Basic Information" questions differ for internal and external TM's.

5. Although such a scale is not widespread in its use, the researcher judged that it would facilitate the completing of scaling questions: firstly, because it approximates the natural response to opinion statements and, additionally, because it is easier to distinguish the meaning of each alternatives -- especially in the midst of a lengthy series of statements. Disadvantages for coding raw data were, in the opinion of the researcher, outweighed by these advantages.

6. An alternative, or supplementary, measure which could be taken would be the "split-ballot" technique (Payne, 1973, p. 72), which involves the creation of a mirror-image questionnaire (i.e., where positive statements would be changed to a negative wording, and vice versa) and the random assignment of the mirror-image questionnaire to one-half of the survey participants, using the original version for the remaining half. This latter method was considered for the present project, but was abandoned due to restrictions of time and manpower.

7. Three condition-statements which were not included on the questionnaire were:
   a) information that could help the client but which is "confidential", should still (?) be made known to <u>all</u> team members;
   b) information that could help the client, and which is <u>not</u> "confidential" should not be made known to <u>any</u> team members;
   c) information that could help the client whether it is "confidential" or not should not be made known to <u>any</u> team member.

   Given the implications of these condition-statements, it is clear that the responses would be <u>highly</u> predictable and would not have provided any useful data.

8. In addition to providing information which, by itself or correlated with other data, could bring out richness and subtleties not evident in responses to the closed-ended questions, these last few open-ended questions allow the respondent virtually unrestricted expression of relevant information and/or opinions (intended as a token of courtesy).

9. Besides the advantages of hand-delivery already mentioned, it was intended by the researcher that this delivery would implicitly convey the seriousness with which the study was being undertaken -- since the procedure would obviously involve some trouble on the part of the researcher. The degree to which this intention was successfully conveyed and effective would be reflected in the staff response rates.

10. The 106 "non-responders" included questionnaires which had been returned by postal service, due to incorrect mailing information, as well as those respondents who (according to a brief follow up procedure done by the researcher) had received their packages but did not return them.

11. In analyzing the results for this report, no attempt was made to examine the responses with regard to client involvement. However, this was ignored for practical reasons only and remains a viable starting place for further analysis of the present data.

12. This is not a perfect measure for our purposes, since the respondent may have earlier occupied a different position, also at the V.R.R.I. Yet, it should provide some useful information on the matter.

13. It could be, however, that TM's do not view accountability and (say) holism as being that distinct and, thus, might have ommitted explicit coverage of the accountability principle, believing it to be implied. As probable as this alternative explanation may sound, it is unfortuantely not one which can be readily tested with the information at hand.

14. The results for internal staff, taken alone, only approach significance ($X^2 = 1.82$, $.10 \leq p \leq .20$).

15. Also, the decrease in eligible respondents is more severe for external TM's than for internal ones. Consequently, results for Parts C and D do not allow for comparisons between these two groups.

16. Beginning with this question, all question numbers will be given with reference to the internal form (the most complete), which is one number greater than that for the same item on the external form.

17. By assigning arbitrary values to the various response categories external TM preferences yield an average (mean) value of 3.63 (i.e., between "equal amounts" and "mostly informal"). Preferences expressed by internal TM's average about 3.10 (approximately the same).

18. The fourth alternative -- neither problems/crises nor progress/accomplishments is stressed at all -- was included only for purposes of logical completeness; thus, it was not included in the chi-square calculations for either of the response groups. Exactly what these responses mean is not clear at present. In some, but not all, cases it was used

by respondents to express an overall lack of communication. Perhaps, also, it is intended as meaning the same as the third response (neither is stressed more) but this assertion is not readily testable.

19. It may also be noted that several comments on the questionnaires (at present, undocumented), in the informal interviews, and in casual conversations at The V.R.R.I. suggest that al least some TM's see this internal/external division as a basic I.P.P. reality. While it may be argued that this distinction is only verbal, one cannot deny the danger that these may be the terms in which many TM's think of, and behave towards, each other.

20. While no duplicates were actually selected for the survey sample, three TM's were duplicated in the population list from which the sample was drawn, introducing a small error into the random selection procedure. The error in this instance was probably not significant; still, the present organization of the files presents an obstacle for future I.P.P. research.

21. Indeed, one respondent telephoned for clarification on this concern, and the difficulty was resolved.

22. And <u>did</u> arise, as verbally reported to the researcher in one case, and evident in the responses on <u>at least</u> two other questionnaires.

23. For example, the respondent could be instructed to assume (for the purposes of the survey <u>only</u>) that the statements are opinions held by the researcher. They could then be asked to state their agreement/disagreement with that <u>person</u> (as opposed to the abstract relations between statements) by way of the scale.

TABLE 1

RESPONSE RATE BREAKDOWN (INTERNAL)

BY DEPARTMENT AND POSITION

DEPT./POSITION	RESPONSE(%)	NON-RESPONSE(%)	TOTALS
Day Training			
Front Line	*18(66.67)	9(33.33)	27
Coordinators	3(100.00)	0(0.00)	3
Other	2(100.00)	0(0.00)	2
PRT/Soc. Ed./Emp.** Prog./Soc. Wk.	* 9(75.00)	3(25.00)	12
Total Day Training	**32(72)**	**12(27)**	**44**
Residential			
Front Line	*31(67.39)	15(32.61)	46
Coordinators	4(80.00)	1(20.00)	5
Program Workers	* 5(62.50)	3(37.50)	8
Total Residential	**40(67.80)**	**19(32.20)**	**59**
TOTAL RESPONDENTS	**72(69.90)**	**31(30.10)**	**103**

* Considered as front-line staff in the response rate analysis.
** Categorized as such by the researcher, using internal population list information.

TABLE 2

RESPONSE RATE BREAKDOWN (EXTERNAL)

ACCORDING TO INTEREST CATEGORY

CATEGORY	RESPONSE(%)	NON-RESPONSE(%)	TOTALS*
1. Parents	22(37.93)	36(62.07)	58
2. Siblings	2(8.70)	21(91.30)	23
3. Parent/Guardians**	12(42.86)	16(57.14)	28
4. Sibling/Guardians***	2(40.00)	3(60.00)	5
5. Guardians only+	2(33.33)	4(66.67)	6
6. Public Guardians+	0(0.00)	1(100.00)	1
7. Citizen's Advocates+	2(40.00)	3(60.00)	5
8. Client Service Coordinators+	1(33.33)	2(66.67)	3
9. Foster Parents*	1(100.00)	0(0.00)	1
10. Proprietors	4(16.67)	20(83.33)	24
N=	**48(31.17)**	**106(68.83)**	**154**

* Totals represent one third of the total interested parties population except for the proprietors who were surveyed in their entirety.

** Categorized as "parents" for the chi-square analysis.

*** Categorized as "siblings" for the chi-square analysis.

\+ Could not be included in the chi-square analysis due to cell sizes.

X^2 overall = 9.44, df 2, $p \leq .01$

TABLE 3

THE I.P.P. CONCEPT

	INT(%)	EXT(%)	TOTAL(%)
Client Centeredness[a]			
Present	52(72.22)	12(25.00)	64(53.33)
Absent	20(27.78)	36(75.00)	56(46.67)
Holism/Team Approach[a]			
Present	46(63.89)	8(16.67)	54(45.00)
Absent	26(36.11)	40(83.33)	66(55.00)
Accountability*			
Present	7(9.72)	2(4.17)	9(7.50)
Absent	65(90.20)	46(95.83)	111(92.50)
Continuity[a]			
Not Restricted	54(75.00)	13(27.08)	67(55.83)
Restricted	18(25.00)	35(72.92)	53(44.17)
N=	72	48	120

* Was not included in the chi-square analysis due to insuffient cell size.

X^2 overall = 38.17, $p \leq .001$

[a] Differences significant at the .001 level.

TABLE 4

KNOWLEDGE OF I.P.P. PRINCIPLES

CONTROLLING FOR ORIENTATION

PRINCIPLE	WITH ORIENTATION(%)	WITHOUT ORIENTATION(%)	TOTAL(%)
Client Centeredness			
Present	40(75.47)	11(61.11)	51(70.83)
Absent	13(24.53)	7(38.89)	20(29.17)
Holism/Team Approach			
Present	31(58.49)	14(77.78)	45(63.38)
Absent	22(41.51)	4(22.22)	26(36.62)
Accountability*			
Present	5(9.43)	1(5.56)	6(8.45)
Absent	48(90.57)	17(94.44)	65(91.15)
Continuity			
Unrestricted	40(75.47)	13(72.22)	53(74.65)
Restricted	13(24.53)	5(27.78)	18(25.35)
N=	53	18	71

* Was not included in the chi-square analysis due to insufficient cell size.

x^2 overall = 3.55, df = 5, $p \geq .05$

TABLE 5

GENERAL CONCERNS OF COMMUNICATION

STATEMENT		AGREE/DISAGREE YES(%)*	yes(%)*	no(%)*	NO(%)*	N=
A. Changes in TM's leave me confused						
	INT	12(17)	24(35)	27(39)	6(9)	69
	EXT	12(35)	15(44)	4(12)	3(9)	34
	TOTAL	**24**(23)	**39**(38)	**31**(30)	**9**(9)	103
B. I don't <u>really</u> feel part of my I.P.P. team						
	INT	5(7)	12(17)	31(44)	23(32)	71
	EXT	13(37)	5(14)	9(26)	8(23)	35
	TOTAL	**18**(17)	**17**(16)	**40**(38)	**31**(29)	106
C. Input valued as much as others'						
	INT	30(42)	33(47)	6(8)	2(3)	71
	EXT	17(50)	11(32)	2(6)	4(12)	34
	TOTAL	**47**(45)	**44**(42)	**8**(8)	**6**(6)	105
D. Responsibilities are clearly understood						
	INT	8(12)	28(41)	20(29)	12(18)	68
	EXT	11(37)	8(27)	8(27)	3(10)	30
	TOTAL	**19**(19)	**36**(37)	**28**(29)	**15**(15)	98

* Percentages, calculated according to row totals, are rounded; therefore some row totals may not equal 100 percent.

TABLE 5(a)

GENERAL CONCERNS OF COMMUNICATION:

DICHOTOMIZED RESULTS

STATEMENTS	RESPONSE Yes*(%)	No**(%)	TOTAL	X^2
A. Changes in TM's leave me confused				
INT	36(52.17)	33(47.83)	69	
EXT	27(79.41)	7(20.59)	34	
TOTAL[a]	**63**(61.17)	**40**(38.83)	103	4.70
B. Don't <u>really</u> feel that I am part of my I.P.P. team				
INT	17(23.94)	54(76.06)	71	
EXT	18(51.43)	17(48.57)	35	
TOTAL[b]	**35**(33.02)	**71**(66.98)	106	11.56
C. Input valued as much as others'				
INT	63(88.73)	8(11.27)	71	
EXT	28(82.35)	6(17.65)	34	
TOTAL[b]	**91**(86.67)	**14**(13.33)	105	55.00
D. Responsibilities are clearly understood				
INT	36(52.94)	32(47.06)	68	
EXT	19(63.33)	11(36.67)	30	
TOTAL	**55**(56.12)	**43**(43.88)	98	1.23

* Includes both "YES" and "yes" responses
** Includes both "NO" and "no" responses
[a] Differences in column totals are significant at .05 level (df = 1).
[b] Differences in column totals are significant at .001 level (df = 1).

TABLE 6

ANNUAL CONFERENCES

STATEMENT		AGREE/DISAGREE YES(%)*	yes(%)*	no(%)*	NO(%)*	N=
1. Conferences are useful for me						
	INT	26(47)	26(47)	2(4)	1(2)	55
	EXT	17(59)	10(34)	2(7)	0(0)	29
	TOTAL	**43**(51)	**36**(43)	**4**(5)	**1**(1)	84
2. Not everything understood						
	INT	12(22)	31(56)	8(15)	4(7)	55
	EXT	1(4)	11(39)	7(25)	9(32)	28
	TOTAL	**13**(16)	**42**(51)	**15**(18)	**13**(16)	83
3. Try to accomplish too much						
	INT	9(17)	14(26)	22(41)	9(17)	44
	EXT	1(3)	7(24)	13(45)	8(28)	29
	TOTAL	**10**(12)	**21**(25)	**35**(42)	**17**(20)	73
4. Held often enough						
	INT	24(44)	21(39)	4(7)	5(9)	54
	EXT	13(48)	4(15)	5(19)	5(19)	27
	TOTAL	**37**(46)	**25**(31)	**9**(11)	**10**(12)	81
5. Are well-organized						
	INT	19(35)	26(48)	8(15)	1(2)	54
	EXT	14(48)	13(45)	2(7)	0(0)	29
	TOTAL	**33**(40)	**39**(47)	**10**(12)	**1**(1)	83

continued...

* Percentages, calculated according to row totals, have been rounded; therefore some totals may not equal 100 percent.

TABLE 6

ANNUAL CONFERENCES
(continued)

STATEMENT		AGREE/DISAGREE YES(%)*	yes(%)*	no(%)*	NO(%)*	N=
6. Everything is related to client or I.P.P.						
	INT	12(23)	23(43)	16(30)	2(4)	53
	EXT	15(52)	13(45)	1(3)	0(0)	29
	TOTAL	**27**(33)	**36**(44)	**17**(21)	**2**(2)	82
7. Are not comprehensive						
	INT	6(11)	15(28)	26(48)	7(13)	54
	EXT	4(15)	7(26)	7(26)	9(33)	27
	TOTAL	**10**(12)	**22**(27)	**33**(41)	**16**(20)	81
8. Too formal						
	INT	2(4)	4(7)	34(63)	14(26)	52
	EXT	7(20)	6(17)	12(34)	10(29)	27
	TOTAL	**9**(10)	**10**(11)	**46**(52)	**24**(27)	79
9. New material brought up						
	INT	7(13)	19(37)	23(44)	3(6)	54
	EXT	3(11)	10(37)	4(15)	10(37)	35
	TOTAL	**10**(13)	**29**(37)	**27**(34)	**13**(16)	89
10. Language is too technical						
	INT	4(8)	6(12)	30(58)	12(23)	52
	EXT	3(11)	6(22)	7(26)	11(41)	27
	TOTAL	**7**(9)	**12**(15)	**37**(47)	**23**(29)	79

* Percentages, calculated according to row totals, have been rounded; therefore some totals may not equal 100 percent.

TABLE 6(a)

ANNUAL CONFERENCES:

DICHOTOMIZED RESULTS

STATEMENTS	RESPONSE YES(%)	NO(%)	TOTAL	X^2
1. Conferences are useful for me				
INT	52(94.55)	3(5.45)	55	
EXT	27(93.10)	2(6.90)	29	
TOTAL[b]	**79**(94.05)	**5**(5.95)	84	63.44
2. Not everything understood				
INT	43(78.18)	12(21.82)	55	
EXT	12(42.86)	16(57.14)	28	
TOTAL[a]	**55**(66.27)	**28**(33.73)	83	8.14
3. Try to accomplish too much				
INT	13(29.95)	31(70.05)	44	
EXT	8(28.59)	21(72.41)	29	
TOTAL[b]	**21**(28.77)	**52**(71.23)	73	12.33
4. Held often enough				
INT	45(83.33)	9(16.67)		54
EXT	17(62.96)	10(37.04)	27	
TOTAL[b]	**62**(76.54)	**19**(23.46)	81	21.78
5. Are well-organized				
INT	45(83.33)	9(16.67)	54	
EXT	27(93.10)	2(6.90)	29	
TOTAL[b]	**72**(86.75)	**11**(13.25)	83	43.37

continued...

[a] Differences in column totals are significant at the .01 level (df = 1).
[b] Differences in column totals are significant at the .001 level (df = 1).

TABLE 6(a)

ANNUAL CONFERENCES:

DICHOTOMIZED RESULTS
(continued)

STATEMENTS	RESPONSE YES(%)	NO(%)	TOTAL	x^2
6. Everything is related to client or I.P.P.				
INT	35(66.04)	18(33.96)	53	
EXT	28(96.55)	1(3.45)	29	
TOTAL[b]	**63**(76.83)	**19**(23.17)	82	22.55
7. Are not comprehensive				
INT	21(38.89)	33(61.11)	54	
EXT	11(40.74)	16(59.26)	27	
TOTAL	**32**(39.51)	**49**(60.49)	81	3.16
8. Too formal				
INT	6(11.11)	48(88.89)	54	
EXT	13(37.14)	22(62.86)	35	
TOTAL[b]	**19**(21.35)	**70**(78.65)	89	28.09
9. New material brought up				
INT	26(50.00)	26(50.00)	52	
EXT	13(48.15)	14(51.85)	27	
TOTAL	**39**(49.37)	**40**(50.63)	79	0.00
10. Language is too technical				
INT	10(19)	42(81)	52	
EXT	9(33)	18(67)	27	
TOTAL[b]	**19**(24)	**60**(76)	79	20.25

a Differences in column totals are significant at the .01 level (df = 1).
b Differences in column totals are significant at the .001 level (df = 1).

TABLE 7

PERCEIVED EQUALITY OF PARTICIPATION

IN THE CONFERENCE SETTING

Type of TM	RESPONSE Yes(%)	No(%)	TOTAL
External	25(86.21)	4(13.79)	29
Internal	33(60.00)	22(40.00)	55
TOTAL	58(69.05)	26(30.95)	84

X^2 for column totals = 11.44, df = 1, $p \leq .001$

TABLE 8

DECLINE IN RESPONSE RATES FOR THE AFTER-THE-CONFERENCE SECTION (AS SHOWN BY ANSWERS TO 'SCREENING' QUESTIONS FOR EACH PART)

	TEAM MEMBER RESPONSE		
Screening Question	**INT (%)**	**EXT (%)**	**N=**
(Type of Form)			
A. Conference Summaries	41(85.42)	20(74.07)	61
B. (One Month) I.P.P. Follow-Ups	28(58.53)	12(44.44)	40
C. (One Month) I.T.P. Follow-Ups	26(54.17)	3(11.11)	29
D. Six Month Reviews	10(20.83)	3(11.11)	13

TABLE 9

AFTER THE CONFERENCES

	AGREEMENT/DISAGREEMENT				
STATEMENTS	**YES(%)***	**yes(%)***	**no(%)***	**NO(%)***	**N=**
A. Conference summaries					
1. Summary not useful to me					
INT	4(10)	6(15)	13(33)	17(43)	40
EXT	4(21)	2(11)	8(42)	5(26)	19
TOTAL	**8**(14)	**8**(14)	**21**(36)	**22**(37)	59
2. Important for I.P.P. success					
INT	29(71)	10(24)	1(2)	1(2)	41
EXT	12(63)	6(32)	0(0)	1(5)	19
TOTAL	**41**(68)	**16**(27)	**1**(2)	**2**(3)	60
3. Too formal					
INT	0(0)	3(8)	17(43)	20(50)	40
EXT	2(11)	2(11)	9(47)	6(32)	19
TOTAL	**2**(3)	**5**(8)	**26**(44)	**26**(44)	59
4. Includes all main points					
INT	18(45)	12(30)	9(23)	1(3)	40
EXT	12(67)	5(28)	1(6)	0(0)	18
TOTAL	**30**(52)	**17**(29)	**10**(17)	**1**(2)	58

continued...

* Percentages, calculated according to row totals, are rounded; therefore some totals may not equal 100 percent.

TABLE 9

AFTER THE CONFERENCES
(continued)

STATEMENTS	AGREEMENT/DISAGREEMENT YES(%)*	yes(%)*	no(%)*	NO(%)*	N=
B. One month follow-ups					
1. Important for I.P.P. success					
INT	3(11)	4(15)	10(36)	10(36)	27
EXT	1(9)	1(9)	3(27)	6(55)	11
TOTAL	**4**(10)	**5**(13)	**13**(33)	**16**(41)	38
2. Too formal					
INT	1(4)	0(0)	19(66)	8(28)	28
EXT	0(0)	1(8)	4(33)	7(58)	12
TOTAL	**2**(5)	**1**(2)	**23**(56)	**15**(37)	40
3. Not useful to me					
INT	1(4)	5(19)	10(36)	11(39)	27
EXT	1(10)	1(10)	2(20)	6(60)	2
TOTAL	**2**(5)	**6**(16)	**12**(32)	**17**(46)	37
C. Individual training plans					
1. Too formal					
INT	1(4)	0(0)	17(65)	8(31)	26
EXT	1(50)	0(0)	0(0)	1(50)	2
TOTAL	**2**(7)	**0**(0)	**17**(61)	**9**(32)	28
2. Useful to me					
INT	8(32)	14(56)	2(8)	1(4)	25
EXT	1(33)	2(67)	0(0)	0(0)	3
TOTAL	**9**(32)	**16**(57)	**2**(7)	**1**(4)	28

continued...

* Percentages, calculated according to row totals, are rounded; therefore some totals may not equal 100 percent.

TABLE 9

AFTER THE CONFERENCES
(continued)

STATEMENTS	AGREEMENT/DISAGREEMENT YES(%)*	yes(%)*	no(%)*	NO(%)*	N=
C. Individual Training Plans (continued)					
3. Necessary for I.P.P.					
INT	12(48)	9(36)	2(8)	2(8)	25
EXT	3(100)	0(0)	0(0)	0(0)	3
TOTAL	**15**(54)	**9**(32)	**2**(7)	**2**(7)	28
D. Six Month Reviews					
1. Useful to me					
INT	5(42)	7(58)	0(0)	0(0)	12
EXT	1(50)	1(50)	0(0)	0(0)	2
TOTAL	**6**(43)	**8**(57)	**0**(0)	**0**(0)	14
2. Too formal					
INT	0(0)	2(20)	8(80)	0(0)	10
EXT	0(0)	0(0)	0(0)	2(100)	2
TOTAL	**0**(0)	**2**(17)	**8**(67)	**2**(17)	14
3. Important for I.P.P.'s					
INT	5(50)	5(50)	0(0)	0(0)	10
EXT	2(100)	0(0)	0(0)	0(0)	2
TOTAL	**7**(58)	**5**(42)	**0**(0)	**0**(0)	12

* Percentages, calculated according to row totals, are rounded; therefore some totals may not equal 100 percent.

TABLE 9(a)

AFTER THE CONFERENCES:

DICHOTOMIZED RESULTS

STATEMENTS	Yes(%)	No(%)	TOTAL	x^2
A. Conference Summaries				
1. Summary not useful to me				
INT	10(25.00)	30(75.00)	40	
EXT	6(31.58)	13(68.42)	19	
TOTAL[c]	**16**(27.12)	**43**(72.88)	59	11.46
2. Important for I.P.P. success				
INT	39(95.12)	2(4.88)	41	
EXT	18(84.74)	1(5.26)	19	
TOTAL[c]	**57**(95.00)	**3**(5.00)	60	46.82
3. Too formal				
INT	3(7.50)	37(92.50)	40	
EXT	4(21.05)	15(78.95)	19	
TOTAL[c]	**7**(11.86)	**52**(88.14)	59	32.81
4. Includes all conference's main points				
INT	30(75.00)	10(25.00)	40	
EXT	17(94.44)	1(5.56)	18	
TOTAL[c]	**47**(81.03)	**11**(18.97)	58	31.12

continued...

a Differences in column totals are are significant at the .05 level (df = 1).
b Differences in column totals are are significant at the .01 level (df = 1).
c Differences in column totals are are significant at the .001 level (df = 1).

TABLE 9(a)

AFTER THE CONFERENCES:

DICHOTOMIZED RESULTS
(continued)

STATEMENTS	Yes(%)	No(%)	TOTAL	x^2
B. (One month) I.P.P. Follow-Ups				
1. Not important for IPP success				
INT	7(25.93)	20(74.07)	27	
EXT	2(18.18)	9(81.82)	11	
TOTAL[c]	**9**(23.68)	**29**(76.32)	38	11.61
2. Too formal				
INT	1(3.57)	27(96.43)	28	
EXT	1(8.33)	11(91.67)	12	
TOTAL[c]	**2**(5.00)	**38**(95.00)	40	30.63
3. Not useful to me				
INT	6(22.22)	21(77.78)	27	
EXT	2(20.00)	8(80.00)	10	
TOTAL[b]	**8**(21.62)	**29**(78.38)	37	10.81
C. (One Month) I.T.P. Follow-Ups				
1. Too formal				
INT	1(3.85)	25(96.15)	26	
EXT	1(50.00)	1(50.00)	2	
TOTAL[b]	**2**(7.14)	**26**(92.86)	28	8.58

continued...

a Differences in column totals are are significant at the .05 level (df = 1).
b Differences in column totals are are significant at the .01 level (df = 1).
c Differences in column totals are are significant at the .001 level (df = 1).

TABLE 9(a)

AFTER THE CONFERENCES:

DICHOTOMIZED RESULTS
(continued)

STATEMENTS	Yes(%)	No(%)	TOTAL	x^2
C. (One month) I.T.P. Follow-Ups (continued)				
2. Useful to me				
INT	22(88.00)	3(12.00)	25	
EXT	3(100.00)	0(0.00)	3	
TOTAL[c]	25(89.29)	3(10.71)	28	15.75
3. Necessary for I.P.P.				
INT	21(84.00)	4(16.00)	25	
EXT	3(100.00)	0(0.00)	3	
TOTAL[c]	24(85.71)	4(14.29)	28	12.89
D. Six Month Reviews				
1. Useful to me				
INT	12(100.00)	0(0.00)	12	
EXT	2(100.00)	0(0.00)	2	
TOTAL[b]	14(100.00)	0(0.00)	14	12.07
2. Too formal				
INT	2(20.00)	8(80.00)	10	
EXT	0(0.00)	2(100.00)	2	
TOTAL[a]	2(16.67)	10(83.33)	12	4.08
3. Important for I.P.P.				
INT	10(100.00)	0(0.00)	10	
EXT	2(100.00)	0(0.00)	2	
TOTAL[b]	12(100.00)	0(0.00)	12	10.08

[a] Differences in column totals are are significant at the .05 level (df = 1).
[b] Differences in column totals are are significant at the .01 level (df = 1).
[c] Differences in column totals are are significant at the .001 level (df = 1)

TABLE 10

REPORTED RATES OF COMMUNICATION:

FACE-TO-FACE MEETINGS AND TELEPHONE

Face-To-Face Meetings				Telephone Communication			
Frequency	INT(%)	EXT(%)	Total(%)	Frequency	INT(%)	EXT(%)	Total(%)
1. More than once/week	7(13.21)	0(0.00)	**7**(11.48)	1. More than once/week	9(19.57)	1(7.14)	**10**(16/67)
2. Once/week	7(13.21)	1(12.50)	**8**(13.11)	2. Once/week	10(21.74)	2(14.29)	**12**(20.00)
3. Twice/month	10(18.87)	0(0.00)	**10**(16.39)	3. Twice/month	13(28.26)	2(14.29)	**15**(25.00)
4. Once/month	12(22.64)	2(25.00)	**14**(22.95)	4. Once/month	7(15.22)	3(21.43)	**10**(16.67)
5. Less than once/month	17(32.08)	5(62.50)	**22**(36.07)	5. Less than once/month	7(15.22)	6(42.86)	**13**(21.67)
TOTALS	53	8	**61**	TOTALS	46	14	**60**

TABLE 11

FACE-TO-FACE MEETINGS

Agreement or disagreement with statements concerning face-to-face meetings (held approximately between July 1985 - July 1986).

	AGREEMENT/DISAGREEMENT				
STATEMENTS	**YES(%)***	**yes(%)***	**no(%)***	**NO(%)***	**N=**
1. Not useful					
INT	11(20)	7(13)	11(20)	27(48)	56
EXT	1(10)	1(10)	4(40)	4(40)	10
TOTAL	**12**(18)	**8**(12)	**15**(23)	**31**(47)	66
2. Happen often enough					
INT	13(23)	15(27)	18(32)	10(18)	56
EXT	3(30)	3(30)	1(10)	3(30)	10
TOTAL	**16**(24)	**18**(27)	**19**(29)	**13**(20)	66
3. Too formal					
INT	0(0)	0(0)	26(45)	32(55)	58
EXT	0(0)	1(10)	2(20)	7(70)	10
TOTAL	**0**(0)	**1**(1)	**28**(41)	**39**(57)	68
4. Easy to set them up					
INT	20(35)	26(46)	6(11)	5(9)	57
EXT	2(22)	7(78)	0(0)	0(0)	9
TOTAL	**22**(33)	**33**(50)	**6**(9)	**5**(8)	66

* Percentages, calculated according to row totals, are rounded; therefore some totals may not equal 100 percent.

TABLE 11(a)

FACE-TO-FACE MEETINGS:

DICHOTOMIZED RESULTS

STATEMENTS	Yes(%)	No(%)	TOTAL	X^2
1. Not useful				
INT	18(32.14)	38(67.86)	56	
EXT	2(20.00)	8(80.00)	10	
TOTAL[a]	**20**(30.30)	**46**(69.70)	66	9.47
2. Happen often enough				
INT	28(50.00)	28(50.00)	56	
EXT	6(60.00)	4(40.00)	10	
TOTAL	**34**(51.52)	**32**(48.48)	66	0.02
3. Too formal				
INT	0(0.00)	58(100.00)	58	
EXT	1(10.00)	9(90.00)	10	
TOTAL[b]	**1**(1.47)	**67**(98.53)	68	62.13
4. Easy to set up				
INT	46(80.70)	11(19.30)	57	
EXT	9(100.00)	0(0.00)	9	
TOTAL[b]	**55**(83.00)	**11**(16.67)	66	28.02

a Differences in column totals are are significant at .01 level (df = 1).
b Differences in column totals are are significant at .001 level (df = 1).

TABLE 12

TELEPHONE COMMUNICATION

Agreement or Disagreement with various statements concerning phone calls that occurred approximately between July, 1985 and July, 1986.

	AGREEMENT/DISAGREEMENT				
STATEMENTS	**YES(%)***	**yes(%)***	**no(%)***	**NO(%)***	**N=**
1. Phone calls are useful to me					
INT	33(66)	16(32)	1(2)	0(0)	50
EXT	11(73)	4(27)	0(0)	0(0)	15
TOTAL	**44**(68)	**20**(31)	1(2)	**0**(0)	65
2. Do not happen often enough					
INT	10(20)	19(38)	16(32)	5(10)	50
EXT	1(8)	3(25)	5(42)	3(25)	12
TOTAL	**11**(18)	**22**(35)	**21**(34)	**8**(13)	62
3. Necessary if I.P.P. is to succeed					
INT	29(57)	19(37)	3(6)	0(0)	51
EXT	6(43)	6(43)	1(7)	1(7)	14
TOTAL	**35**(54)	**25**(38)	**4**(6)	1(2)	65

* Percentages, calculated according to row totals, have been rounded; therefore some totals may not equal 100 percent.

TABLE 12(a)

TELEPHONE COMMUNICATION:

DICHOTOMIZED RESULTS

STATEMENTS	Yes(%)	No(%)	TOTAL	X^2
1. Useful to me				
INT	49(98.00)	1(2.00)	50	
EXT	15(100.00)	0(0.00)	15	
TOTAL[a]	**64**(98.46)	**1**(1.54)	65	59.14
2. Happen often enough				
INT	29(58.00)	21(42.00)	50	
EXT	4(33.33)	8(66.67)	12	
TOTAL	**33**(53.23)	**29**(46.77)	62	0.15
3. Necessary for I.P.P.				
INT	48(94.12)	3(5.88)	51	
EXT	12(85.71)	2(14.29)	14	
TOTAL[a]	**60**(92.31)	**5**(8.06)	65	44.86

[a] Differences in column totals are significant at the .001 level (df = 1).

TABLE 13

AVERAGE RANK-PREFERENCE OF COMMUNICATION MODES

	Average Rank		
MODE	**INT**	**EXT**	**OVERALL**
Meetings	1.71	2.17	1.83
Memos/Written	2.67	2.16	2.55
Telephone	1.71	1.96	1.79
"Other"	3.63	3.45	3.58

TABLE 14

PREFERRED FORMALITY OF COMMUNICATION

		Ext(%)	Int(%)	Total(%)
1.	Formal	2(5.71)	9(13.24)	11(10.68%)
2.	Some of each; mostly formal	3(8.57)	7(10.29)	10(9.71)
3.	Equal amounts, formal and informal	12(34.29)	22(32.35)	34(33.01)
4.	Some of each; mostly informal	7(20.00)	28(41.18)	35(33.98)
5.	Informal	11(31.43)	2(2.94)	13(12.62)
	Total Respondents	35(100)	68(100)	103(100)

TABLE 15

PREFERRED FREQUENCY OF TM COMMUNICATION

Frequency	Formal			Informal		
1. More than once/wk	1(3.33)	2(3.08)	**3**(3.16)	0(0.00)	4(5.63)	**4**(4.12)
2. Once/week	0(0.00)	2(3.08)	**2**(2.11)	1(3.85)	13(18.31)	**14**(14.43)
3. Twice/month	0(0.00)	6(9.23)	**6**(6.32)	2(7.69)	17(23.94)	**19**(19.59)
4. Once/month	7(23.33)	22(33.85)	**29**(30.53)	7(26.92)	18(25.35)	**25**(26.80)
5. Less than once/mo.	9(30.00)	18(27.69)	**27**(28.42)	5(19.23)	3(4.23)	**8**(8.25)
6. "Other"	13(43.33)	15(23.08)	**28**(29.47)	11(42.31)	16(22.54)	**27**(27.84)
N =	30	65	95	26	71	97

TABLE 16

GENERAL OUTLOOK OF I.P.P. COMMUNICATION

Nature of Communication	EXT(%)	INT(%)	TOTAL(%)
1. Communication usually about problems/crises	9(26.47)	41(58.57)[b]	50(48.48)[c]
2. Usually about progress/ accomplishments	13(38.24)	11(15.71)[b]	24(23.08)[c]
3. Neither stressed more than the other	7(20.59)	11(15.71)[b]	18(17.31)[c]
4. Neither stressed at all	5(14.71)	7(10.00)	12(11.54)
N =	34[a]	70[a]	104

a Differences between these two figures are significant at the .001 level
($X^2 = 10.36$, df = 1)

b Differences between these three figures are significant at the .001 level
($X^2 = 28.57$, df = 2)

c Differences between these three figures are significant at the .001 level
($X^2 = 18.86$, df = 2)

TABLE 17

INTERDEPARTMENTAL AWARENESS

A rating by the respondent of how aware they feel they are with the client's status, with respect to various areas/environments.

	LEVEL OF AWARENESS				
AREA/ENVIRON.	VERY AWARE(%)*	AWARE(%)*	UNAWARE(%)*	VERY UNAWARE(%)*	N=
1. Voc/VRRI					
INT	18(26)	41(60)	6(9)	3(4)	68
EXT	6(24)	16(64)	2(8)	1(4)	25
TOTAL	**24**(26)	**57**(61)	**8**(9)	**4**(4)	93
2. Voc/Non-VRRI					
INT	6(13)	21(47)	9(20)	9(20)	45
EXT	3(25)	6(50)	2(17)	1(8)	12
TOTAL	**9**(16)	**27**(47)	**11**(19)	**10**(18)	57
3. Res/VRRI					
INT	32(48)	23(35)	6(9)	5(8)	66
EXT	9(60)	5(33)	1(7)	0(0)	15
TOTAL	**41**(51)	**28**(35)	**7**(9)	**5**(6)	81
4. Res/Non-VRRI					
INT	0(0)	19(53)	10(28)	7(19)	36
EXT	5(38)	5(38)	3(23)	0(0)	13
TOTAL	**5**(10)	**24**(49)	**13**(27)	**7**(14)	49

continued...

* Percentages, calculated according to row totals, are rounded; therefore some totals may not equal 100 percent.

TABLE 17

INTERDEPARTMENTAL AWARENESS
(continued)

AREA/ENVIRON.	LEVEL OF AWARENESS: VERY AWARE(%)*	AWARE(%)*	UNAWARE(%)*	VERY UNAWARE(%)*	N=
5. Familial					
INT	13(21)	32(52)	11(18)	5(8)	61
EXT	9(47)	9(47)	1(5)	0(0)	19
TOTAL	**22**(28)	**41**(51)	**12**(15)	**5**(6)	80
6. Other					
INT	5(42)	4(33)	3(25)	0(0)	12
EXT	3(100)	0(0)	0(0)	0(0)	3
TOTAL	**8**(53)	**4**(27)	**3**(20)	**0**(0)	15

* Percentages, calculated according to row totals, are rounded; therefore some totals may not equal 100 percent.

TABLE 17(a)

INTERDEPARTMENTAL AWARENESS:

DICHOTOMIZED RESULTS

AREA/ENVIRON.	Aware(%)	Unaware(%)	TOTAL	X^2
1. Voc/VRRI				
INT	59(86.76)	9(13.24)	68	
EXT	22(88.00)	3(12.00)	25	
TOTAL[b]	**81**(87.10)	**12**(12.90)	93	49.72
2. Voc/Non-VRRI				
INT	27(60.00)	18(40.00)	45	
EXT	9(75.00)	3(25.00)	12	
TOTAL	**36**(63.16)	**21**(36.84)	57	3.44
3. Res/VRRI				
INT	55(83.33)	11(16.67)	66	
EXT	14(93.33)	1(6.67)	15	
TOTAL[b]	**69**(85.19)	**12**(14.81)	81	18.51
4. Res/Non-VRRI				
INT	19(52.78)	17(47.22)	36	
EXT	10(76.92)	3(23.08)	13	
TOTAL	**29**(59.18)	**20**(40.82)	49	1.31
5. Familial				
INT	45(73.77)	16(26.23)	61	
EXT	18(94.74)	1(5.26)	19	
TOTAL[b]	**63**(78.75)	**17**(21.25)	80	25.32
6. Other				
INT	9(75.00)	3(25.00)	12	
EXT	3(100.00)	0(0.00)	3	
TOTAL[a]	**12**(80.00)	**3**(20.00)	15	4.27

[a] Differences in column totals are significant at .05 level (df = 1).
[b] Differences in column totals are significant at .001 level (df = 1).

TABLE 18

CONFIDENTIALITY AND INFORMATION SHARING

Agreement/Disagreement with statements which deal with the status of confidentiality in different situations. In all cases, information is considered such that it "could help the client".

		LEVEL OF AGREEMENT/DISAGREEMENT				
STATEMENTS		**YES(%)***	**yes(%)***	**no(%)***	**NO(%)***	**N=**
a) "Confidential" info to no TM's						
	INT	0(0)	9(13)	30(42)	32(45)	71
	EXT	4(13)	7(23)	9(29)	11(35)	31
	TOTAL	**4**(4)	**16**(16)	**39**(38)	**43**(42)	102
b) "Confidential" info to selected TM's						
	INT	15(21)	27(39)	17(24)	11(16)	70
	EXT	14(47)	6(20)	6(20)	4(13)	30
	TOTAL	**29**(29)	**33**(33)	**23**(23)	**15**(15)	100
c) "Non-confidential" info to all TM's						
	INT	44(63)	16(23)	7(10)	3(4)	70
	EXT	25(71)	8(23)	1(3)	1(3)	35
	TOTAL	**69**(66)	**24**(23)	**8**(8)	**4**(4)	105
d) "Non-confidential" info to selected TM's						
	INT	6(9)	8(12)	26(38)	28(41)	68
	EXT	3(10)	1(3)	9(30)	17(57)	30
	TOTAL	**9**(9)	**9**(9)	**35**(36)	**45**(46)	98

continued...

* Percentages, calculated according to row totals, are rounded; therefore some totals may not equal 100 percent.

TABLE 18

CONFIDENTIALITY AND INFORMATION SHARING
(continued)

STATEMENTS		LEVEL OF AGREEMENT/DISAGREEMENT YES(%)*	yes(%)*	no(%)*	NO(%)*	N=
e) All info to all TM's						
	INT	14(21)	23(34)	16(24)	14(21)	67
	EXT	9(28)	5(16)	7(22)	11(34)	32
	TOTAL	23(23)	28(28)	23(23)	25(25)	99
f) All info to selected TM's only						
	INT	10(14)	15(22)	28(41)	16(23)	69
	EXT	5(17)	9(31)	8(28)	7(24)	29
	TOTAL	15(15)	25(25)	36(36)	23(23)	98

* Percentages, calculated according to row totals, are rounded; therefore some totals may not equal 100 percent.

TABLE 18(a)

CONFIDENTIALITY AND INFORMATION SHARING:

DICHOTOMIZED RESULTS

STATEMENTS	Yes(%)	No(%)	TOTAL	x^2
a) "Confidential" info to no TM's				
INT	9(12.68)	62(87.32)	71	
EXT	11(35.48)	20(64.52)	31	
TOTAL[b]	**20**(19.61)	**82**(80.39)	102	36.48
b) "Confidential" info to selected TM's				
INT	42(60.00)	28(40.00)	70	
EXT	20(66.67)	10(33.33)	30	
TOTAL[a]	**62**(62.00)	**38**(38.00)	100	5.29
c) "Non-confidential" info to all TM's				
INT	60(85.71)	10(14.29)	70	
EXT	33(94.29)	2(5.71)	35	
TOTAL[b]	**93**(88.57)	**12**(11.43)	105	60.95
d) "Non-confidential" info told to selected TM's				
INT	14(20.59)	54(79.41)	68	
EXT	4(13.33)	26(86.67)	30	
TOTAL[b]	**18**(18.37)	**80**(81.63)	98	37.97

continued...

a Differences in column totals are significant at .05 level (df = 1).
b Differences in column totals are significant at .001 level (df = 1).

TABLE 18(a)

CONFIDENTIALITY AND INFORMATION SHARING:

DICHOTOMIZED RESULTS
(continued)

STATEMENTS	Yes(%)	No(%)	TOTAL	x^2
e) All info to all TM's				
INT	37(55.22)	30(44.78)	67	
EXT	14(43.75)	18(56.25)	32	
TOTAL	51(51.52)	48(48.48)	99	0.04
f) All info to selected TM's				
INT	25(36.23)	44(63.77)	69	
EXT	14(48.28)	15(51.72)	29	
TOTAL	39(39.80)	59(60.20)	98	3.68

TABLE 19

OVERALL TM EVALUATION OF COMMUNICATION

	EXT(%)	INT(%)	TOTAL(%)
Satisfied	20(64.52)	29(44.62)	49(51.04)
Dissatisfied	11(35.48)	36(55.38)	47(48.96)
	31	65	96

X^2 overall = 2.59, df = 1, $p \geq .05$

APPENDIX A

RESULTS OF INFORMAL INTERVIEWS

As was pointed out in the methodology section of this report, the informal interviews were conducted in order to explore the opinions of TM's and to identify the relevant issues for the current state of I.P.P. communication at The V.R.R.I. The following is a summary of some of the most pertinent comments and observations recorded during the interviews with team members. They are listed in descending order, according to the frequency with which they occurred:

1. Staff Turnovers were noted by three TM's as contributing to feelings of unfamiliarity amongst TM'S. The issue of responsibility was raised - namely, whose duty is it to notify the rest of the team of changes in TM's.

2. Three TM'S noted a serious lack of client participation in the communication process. Moreover, two of these added that much client communication which did occur was in the form of agreeing or disagreeing to alternatives offered by other TM's.

3. Two inteviewees cited a need for adequate orientations. In addition to alerting TM's as to what types of information would be relevant to I.P.P., orientations would instruct TM's how to present information in order to maximize its utility (e.g., use of forms).

4. Two TM's suggested that extra-institutional conferences could be beneficial by: (a) providing symbolic or actual system flexibility, and/or (b) facilitating greater TM attendance and participation (hence, a more holistic effort).

5. According to two interviewees, conferences were, at times, too unprofessional, degenerating into "chit-chat" or an anecdotal setting.

6. Two TM's remarked that scheduled informal communication would allow for better time-management and greater accountability. One of these two suggested that times and/or procedures for communication could, and should, be established during the conferences.

7. Two interviewees suggested that animosity between Residential and Vocational staff was a major inhibitor to effective communication and continuity in the client's lifestyle (i.e., the client's life becomes fragmented). One of these two suggested that disparate schedules (with only 1 1/2 hours overlap) may have been a significant factor, even to the extent that one schedule is seen as preferable to the other and that this characteristic is a reflection upon those staff.

8. Two interviewees were concerned with the degree of formality involved with client-staff relationships, which implies (for one of these TM's) a greater dependence of the individual on "the system".

9. Also related to formalness, two TM's expressed concern over the language (i.e., jargon) used in I.P.P. communication - e.g., test scores and names - especially during the conference sessions (although one of these interviewees addressed the issue of jargon in written communication as well).

10. Another related concern, touched on by one interviewee, may be termed "the professional-exclusionist" attitude, which this TM perceived as inherent in the conference goal setting procedures. By demanding formal and precise wording for objectives, this TM felt that others present were alienated from the group. [Researcher's Note: This problem has since been addressed by I.P.P., with conference procedure being changed accordingly]

11. One TM expressed concern over the increasing reliance on the client to initiate communication. While this interviewee did not view this reliance to be bad in itself, the concern was in regards to possible effects this may have on staff accountability -- that is, that this reliance may increase to the point where staff TM's might neglect their responsibilities for initiating communication.

12. One TM expressed a difficulty with preconceptions and their effect(s) on the conference setting. The interviewee felt that other TM's, who held preconceptions about objective and strategy priorities, sacrificed valuable opportunities for brainstorming (which, ideally, is initially open and non-evaluative).

13. According to one of the interviewees, The V.R.R.I. system does not freely offer a rationale for its demands while the clients are expected to account for their behavior.

14. One interviewee sensed a general confusion amongst TM's in terms of I.P.P. roles. Questions arise as to who must be contacted before programming decisions are made, and who - if anyone - is granted a "veto vote".

15. A lack of client centredness was cited by one TM as a subject of concern.

16. One interviewee suggested that more attention be paid to conveying the reasoning behind official forms to non-professionals.

17. One TM pointed to the benefits of developing the client's decision making skills.

18. A concern which was touched upon by several of those interviewed, but which was emphasized most strongly by one in particular, is the issue of confidentiality: in sum, who should be told what, when, and why?

19. One TM pointed to the attitudes of territoriality, suggesting the possibility that information/responsibility sharing may be seen as a threat to professional status - e.g., 'if everybody else (collectively) assumes my responsibilities, why will they need me?' According to this interviewee, this sentiment may even manifest itself at the organizational level, where The V.R.R.I. 'claims' responsibility for clients [its raison d'etre].

While these results obviously do not exhaust the information provided by the interviewees, it summarizes in paraphrased form those remarks which were alluded to as being most relevant and important to the research in the area of I.P.P. communication. In addition to these remarks, the researcher noted on several occasions, interviewees used the concepts "I.P.P." and "I.P.P. (annual) conference" synonymously, as in the following statement: "and (name) had an I.P.P. coming up the following week".

APPENDIX B

RESPONSES TO OPEN-ENDED QUESTIONS

The following are written responses given by the respondents to the open-ended questions. By virtue of their uniqueness, these responses did not lend themselves to a coding procedure (as was the case with those open-ended responses which were recorded in the results section). All the responses presented below were recorded verbatim from the individual questionnaire forms, excepting for four kinds of alterations, viz.:

1. Corrections were made for spelling errors where these were detected.

2. Changes in grammar (punctuation and usage).

3. The addition of words which were otherwise implicit, or which would provide essential elements of context (i.e., the antecedent to a vague pronoun reference such as "they") when these elements were not given in the original response. These additions are indicated by "[ ]".

4. Where it has been appropriate (i.e., when responses were identical or nearly identical), only the first response encountered was written word for word. Subsequent occurrences were tallied, with the total given after the comment in square brackets [ ]. This change was made only for questions 6d (on the conferences) and question 17 (satisfaction/ dissatisfaction with present communication).

It must be emphasized that in all four of these instances no alterations were made which would detract from any statement, nor any which would cause a statement to express more than what was intended. In each case, the purpose was to clarify the respondent's remarks, thereby making them most accessible to the reader.

Three additional abbreviations have also been introduced here for the sake of space and simplicity:

info. - information

res. - residential (most often indicates residential staff members, individually or as a whole).

voc. - vocational; similar in use to res.

The question number, as well as the question itself (or a paraphrased version of it) appears at the head of each of the following subsections. The initial question number is for the internal form; where it is different, the question number for the external form appears in parentheses.

FROM
QUESTION 4: Please outline briefly your understanding of what IPP is.

Blank = 15
"None" = 11
Other Notes = 1

011 Program built around the client.

014 A review of the level of functioning of the trainee.

018 Time to share information, concerns by all individuals involved with the client in order to establish a "plan" to further meet the client's needs.

028 An organized team approach to client rehabilitation involving client, parents, approved homes supervisor (etc.) and staff.

030 This is a program planned for each individual. They are able to work at their own speed.

031 Communication about the client (good or bad). Information about progess and daily work behaviour, etc.

047 My understanding of IPP is that it is an effort at a holistic approach to the development of a client -- all persons, including the client of course, come together to look at strengths and weaknesses so that we can work as a team for the benefit of the client and with full input from the client.

048 We didn't receive one.

050 To set goals and programs.

051 A program best suited for the client to progress to their maximum ability.

053 Sorry, I do not understand anything about this. [Client's] social worker is [name] and I asked her to attend [client's] next IPP conference is our absence.

054 Don't know what IPP stands for so I'm not filling it out.

056 I don't know what IPP stands for.

061 To find out the progress of my client. To bring up weak areas that need more attention. To bring out special concerns.

065 Whole team has input into planning and setting goals to meet the needs of the individual in his training.

FROM
QUESTION 4: (cont'd)

066 IPP is a program designed to develop the full potential of the client.

070 A meeting of all people involved with the client's case to discuss past and future activities.

075 A program designed as close as possible that would help our son according to his special needs.

077 A personal assessment of the client as to past achievements and accomplishments, and for future goals and wants to be mastered.

095 A conference of VRRI staff, residential staff, client and client's parents and social worker to plan a program to meet the client's needs. An opportunity for the client to hear some positive things about himself.

101 Program for a client to meet his needs with the whole team working along with him.

103 I understood but [name] did not. Goals to achieve.

104 A group of people that say a lot of things and never carry them through.

106 It is a gathering of all the people involved with a client from all the areas of training and consultation at the VRRI to discuss the goals and objectives best suited for the client.

123 It is a review of the client's programs, and the progress the client is making, and how [they] should be altered to achieve desired goals.

127 A method of bringing together all concerned individuals to facilitate the "meeting of needs" of a disabled consumer. This needs to be done with the consumer and/or guardian as central to the process.

141 Individual Program Planning - once a year conference with all interested persons for client's best interests in mind (work and social areas).

144 The client's conference? Unsure of what IPP means.

146 To help the client maintain a family atmosphere and [for] them to be able to function as well as they can on their own within time. Not really familiar with [the] program.

FROM QUESTION 4: (cont'd)

200 It's a system set up to identify, prioritize and set up specific goals for individual clients by using the team approach, the team being all appropriate persons, i.e., vocational, residential, staff, guardians, social education, etc.

204 The process by which an indivdiual's life level is reviewed and systematically planned for.

205 Individual Program Plan. Team members/client involved meet to prioritize designed goals and objectives to be implemented and worked on over the year.

206 Individual program planning for a person's future. The team (staff, client, guardian, advocate) meet to develop goals, objectives, and tasks to work towards.

209 An integrated plan to develop consistent training (both short and long term) for the clients in all areas of their lives.

211 An annual conference, in which all team members involved with the client discuss the client's strengths and needs and outline training priorities for the coming year. This is the basis for program planning.

212 Stands for Individual Program Plan. It is a process involving the client, the family, and an interdisciplinary team. The purpose of the process is to help the client reach [his or her] defined goals in life.

214 [It] is an individualized system that ensures the client's needs and desires are accounted for in service provision to that individual. It ensures accountability in terms of skill developments and tasks agreed on.

216 The IPP is a program plan specifically designed for an individual with input from the entire team, aimed at helping a client [to arrive] at a desired goal.

218 To plan with team members individual programs to be worked on in the following year. This programming should consist of goal and behavioural objectives.

219 A gathering of all concerned and responsible people to develop priority training programs with the client in question.

220 This is an opportunity for the client, Res. and Voc. staff, guardians, and significant others to meet and review the client's progress, to develop a program plan with him/her for the coming year and share information which will directly benefit the client.

FROM
QUESTION 4: (cont'd)

222 Individual Program Plan for the client, involving planning 6-month - 1-year goals inclusive of all team members.

223 Team approaches to decisions on programming and goals of individual clients.

227 A process whereby concerned individuals from different areas of a client's life (i.e, Voc., Res., parents, health professionals, etc.) meet with the client to plan and set goals for the upcoming year. Review past goals and identify strengths and needs.

228 (1) Conference held on client's behalf to exchange info on progress of programs, well-being, future, referrals... (2) outlook from past living to future living -- independent.

229 Team members meet to discuss client strengths/weaknesses and to determine goals with client. Allows team members [a] chance to unify goals in the best interest of client.

230 Individual program for an individual utilizing all the people on the client's IPP team as well as the client in planning and establishing training goals (a very holistic approach).

231 Individual Program Plan (individually designed for each client).

233 Communication between team members to discuss progress/problems and future approaches and program planning for individual clients.

234 Discuss progress with team members and problems. Also plan new goals and strategies for the next year.

235 * An Individualized Program Plan whereby the client and significant others plan and are accountable for strategies which will maximize the client's potential for independence.

236 * A total team approach that is client centered and sets goals in the best interest of the client. Has accountability built in.

237 Set goals for client, both residentially and vocationally; discuss and decide strengths and needs.

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* Response includes all three official IPP principles and does not restrict IPP to the conference setting.

FROM
QUESTION 4: (cont'd)

239 A yearly meeting for client across all environments.

240 A system where training goals are established for the cient by an interdisciplinary team.

246 Individual Program Plan designed to ensure team approach in programming from goal setting to design to implementation. Ensures accountability of all team members. Does not allow for preparation to future environments.

247 Individual Program Planning - Team consensus to share information and develop goals, objectives, and strategies.

249 Client goal planning.

252 Individualized Program Planning - client centered planning of goals and objectives based on need areas agreed upon by client and team members.

253 Individual Program Plan is an opportunity for the client to meet with team members and significant others to help in identifying goals and strategies for the individual for one year and who will be responsible.

254 A team approach that oversees an individual's progresses and difficulties.

255 * It is a team approach to planning and implementary individualized program for clients. Hopefully, it will provide some consistency and accountability to the team members involved.

256 Individualized meeting of all team members to review progress and to set objectives for future.

259 IPP is a client centered approach to individual programming. It involves a team with the client as the central member of that team.

260 A client centered, interdisciplinary team approach to the planning and implementation of individual programs.

261 IPP is a system used to provide individualized services to adults who are handicapped to maximize their potential for independence within the community.

265 Outlining a person's strengths and needs and building a program for that person to best utilize these. Outlined strengths and needs are decided by team members.

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* Response includes all three official IPP principles and does not restrict IPP to the conference setting.

FROM
QUESTION 4: (cont'd)

268 A group of people who work with a client directly or indirectly who help plan a strategy that will help improve a client's quality of life.

269 Provide communication between all team members and strive for the same goals and objectives in a consistent manner.

272 Team concept with client focus, assisting client in formulating goals for future dev[elopment].

275 IPP is a plan to increase and maximize a person's potential in all areas of his/her life. It is a year by year plan which is developed by all persons involved with that individual.

276 Program planning for each individual client.

277 Individual Program Plan - Team members discuss and plan long term goals for trainee. People involved: trainee, parents/ guardian, front line staff, psychologist, coordinator.

278 A team meeting to plan out the coming year for the client.

280 The yearly review of client's strengths and needs in order to progress toward specific goals to enable clients to be as independent as possible for that individual.

281 The opportunity to assess the individual's past year and discuss, with the individual and team members, the upcoming goals, changes, etc.

282 A meeting held for a designated time interval where ... all service persons and parents/guardian get together to discuss with the client the goals and objectives for the following designated time slot.

283 * Philosophical approach to interdisciplinary team planning, client centered, with accountability built in to insure goals and objectives are carried through.

285 It is an individualized program plan based on the person's needs.

286 Client centered approach to programming dealing with client's needs -- voc. residential, leisure -- a team approach.

287 Individual program planning -- i.e., planning programs around the identified needs of the individual.

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* Response includes all three official IPP principles and does not restrict IPP to the conference setting.

FROM
QUESTION 4: (cont'd)

288 Individual Program Planning is a treatment approach in which a group of people who are directly involved in service of the client plan a program to achieve client's goals. A client is represented in his/her IPP. This is an interdisciplinary approach to treatment planning.

289 An interdisciplinary, cooperative, client-centered team planning process to determine the direction and structure of client programs.

292 The Individual Program Plan is a program system based on client's individual needs. Everyone, including the client, meets once a year (or more often) to determine what these needs are and programs are set up to meet the needs.

293 Individual Program Planning, deciding with the client which programs and training will best benefit the individual.

295 Team members in conference setting; designing individual program plans; goals and behaviour objectives based on identified needs.

296 IPP is an informative program to evaluate the client's progress in his/her programs; also to assess the client's needs to find out whether the client is happy in his/her area and changes made where needed.

297 Individual Program Planning - Based on info. from supervisors, shop workers, instructors, guardians, group home workers, psychologists, etc., and the client, a set of goals and objectives and programs are designed for each client.

298 The entire and complete function of why clients are here. What they are doing here and the objectives behind the training of them.

299 IPP is a program for the client to develop and carry out personal goals.

301 A Program plan that is geared specifically towards each client in dealing with all aspects of life.

302 IPP is an individualized program which focuses on the individual (client) and makes the program suit the client's needs.

303 An interdisciplinary team approach to planning for and following through individualized programs with client participation and using measurable and obtainable goals to help maximize potential for client independence.

FROM
QUESTION 4: (cont'd)

304 A system for the client and significant others as a team to determine a direction, goals, and objectives that best suit the client and to work as a team most effectively to assist the client in reaching these goals.

306 A meeting of involved staff to discuss and agree upon goals for a particular client. Held at set times and facilitated by a chairperson.

307 * IPP is a system which ensures a team-oriented, interdisciplinary approach to program planning to meet the needs of the individual it is serving. It ensures accountability and a structured approach to planning.

308 An individual plan designed for each client.

311 A system which is used to determine the client's progress and develop the goals and objectives to suit clients' needs and maximize their potential to the fullest.

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* Response includes all three official IPP principles and does not restrict IPP to the conference setting.

QUESTION 6D: Reasons for unequal participation, when respondent answered "NO" to: "At your most recent conference, did you feel that all members shared equally in making suggestions and decisions, or not?".

200 In most cases they do, but at times Residential has all the tasks or parents don't participate enough. This, in part, could be due to the intimidation (i.e., terms).

204 Some staff don't have the skills necessary to plan, set goals, etc. in short time.

216 I felt family members did not participate as fully as possible.

220 At conferences I have attended in the last 3 years (10-12) often parents are virtually ignored. Some staff show little interest or concern.

227 Certain members did not actively participate. Most responsibility placed on Residential.

246 Differences in programming philosophies i.e., functional utility of goals, no consideration of future environments, philosophy differences in expectations of clients' performances or potential.

253 Not all are equally informed or interested and it limits participation.

255 Some team members had minimal contact with client and were not familiar with his overall performance, work habits, skills, strengths, needs, etc.

261 Some people remained less verbal than others.

265 Parents had a tendency to answer for the client.

276 Res. Group Home did all the talking.

287 Lack of familiarity to the IPP conference system -- e.g. external people.

288 Some people came to the conference without much preparation.

306 Uninformed of other team members responsibilities.

206 Information brought up was not discussed previously as it was delicate issue for the client.

247 Dynamics partly, personalities, positions.

289 Client's desires were too often interpreted for TM's.

QUESTION 6D: (cont'd)

239 Very little input from guardian; VRRI staff was left to do all planning.

240 Little input from family; they tended to agree/disagree when other TM's did.

101 The opportunity is there but I do not seem to take full advantage.

209 Some personalities will usually dominate.

QUESTION 6E: Comments on the Annual Conference Section

275 I feel that conference information (pre-conference reports) should be shared between TM's prior to the conference.

277 Since this was my only conference I have attended to date my input may be biased.

280 Re: ii [comprehensibility of conference proceedings]: Family members don't seem to understand programming to achieve desired behaviours and that they can do similar things at home.

259 Annual Conferences are sufficient if the team communicates throughout the year.

293 Conferences seem to be well organized.

295 Conferences are very individualized; therefore questions (iv) and [ix] [dealing with conference frequency and whether or not new information is raised] are difficult to make a concrete decision on.

304 Not sufficient emphasis on what the client wants for a lifestyle and goals that relate to that desired lifestyle and what he is willing to do to reach that lifestyle. Too much emphasis on TM's values of what they think is best for the client and goals relating to these values.

253 Res. Review still often covers most concerns and IPP tends to be redundant.

302 Unable to attend all but the ones that require medical input. I identified one identified as having health concerns.

246 The I.P.P. concept is valid, however it does not appear to be functional or practical in relation to client overall program needs.

276 The clients do not understand the technical language.

220 Two hours is often too little time to review a year in the life of (name) and plan the next one. Many staff seem to feel it is something they HAVE to do versus want to do and this slows down productivity even more.

218 Regarding #6 c(ii) and (x) [dealing, with comprehensibility and jargon usage], I feel that at times the client is not fully aware of the statements made.

200 Accountability with all TM's needs to be enforced.

QUESTION 6E: (cont'd)

282 Conferences are necessary both for open communication for all TM's, and for consistency of programming methods and goals.

252 I think the conferences are well organized and chaired. I think it will be more organized when they implement the planning of objectives outside the conference.

272 I feel conferences have become very client centred and systems (follow-up, goals, objectives) are becoming much more streamlined.

307 I feel that generally TM's are acquainted with one another prior to the conference, but often have not communicated on a regular basis. Therefore TM's tend to "update" one another and often require redirection to planning.

240 I feel I would have been a more effectively functioning member of the team, had I been informed what was expected of me before the actual conference.

018 Once a year is nowhere near often enough to have a formal meeting of all TM's.

095 Conference chairperson unaware of client's personality and potential. Conference conducted by writing goals, tasks, strengths, needs on large poster paper and expecting client to sit through 2-1/2 hours of this is inhuman, to say the least.

144 Not all TM's know client well -- it seems that residential members know the client the best.

070 A useful opportunity to exchange views and make suggestions.

038 We've only had one conference to evaluate.

127 Though some format needs to be followed to make an I.P.P. conference productive, the formality seems to take away from open discussion and lead to a long, drawn out, often frustrating experience.

QUESTION 7E(iii): Why general referral form is not useful

220 The last one I filled out, I've yet to receive a response to, and have written two follow-up memos with no results again. VERY FRUSTRATING.

249 Generally, referrals are agreed upon at the conference, Most important with this (ILS) level of client is their input and decision to refer themselves or be referred. At this level, a team referral should not even be considered.

259 External people seemed less willing to become involved.

295 It is a very lengthy process to get in touch with all team members.

303 In most cases, all team members O.K the referral, so it is time consuming to get written O.K's. By phone is good enough. Cannot always get hold of all members of a team.

304 It is sometimes difficult to know which people should be informed and get their O.K. For example, an out-of-town parent who may have some but little contact with the client may or may not be contacted.

252 I've never used one.

282 I very seldom read them because I have usually had contact with the proposing shop manager or shop manager I am looking to find a placement with.

289 Haven't seen one in use yet.

247 Poor form for the second purpose [making conference changes]; o.k. for the first purpose [referring a client to different services within The V.R.R.I.].

QUESTION 7F: Comments on the After the Conference Section

277 To my knowledge, I do not receive ITP follow ups -- I write them.

259 Accountability and info. flow have improved considerably with the implementation of the new system.

302 I do not require a written follow up but, if health concerns were outlined, I would like to be informed of the results of the plan or resolutions of health concerns.

246 Work at co-op apartments rarely involved with IPP's. Co-op philosophy and program systems vary greatly from I.P.P.'s system in some ways.

218 In order to maintain consistency and accountability, the follow ups are necessary.

206 I do not directly receive the follow up, but oversee this.

272 To ensure programs do take place, acountability should be ensured by units' responsibility, and not necessarily individuals'.

065 Sometimes parts of the after the conference report do not agree with my understanding of what actually took place. They seem to be the recording secretary's impressions.

141 Follow-ups help me to understand what is still going on and how its progressing. The client sometimes doesn't remember.

051 Have a better understanding as [to] what is done for progress to client.

144 Please be more specific and use plain English. It's my understanding that staff at The V.R.R.I. use these forms (i.e., general referral form).

FROM QUESTION 8: General Purpose of Face-to-Face Meetings (frequencies are given for internal and external responses)

01 Information sharing/general discussion (internal responses = 7; external = 3).

02 Special concerns (int. = 11: ext. = 2)

10 "Concerns" (int. = 3)

15 Client concerns/issues (int = 5).

22 Medical concerns (int. = 1)

03 "It was for I.P.P." (ext. = 1)

04 Coordinate programming efforts (int. = 1; ext. = 1)

17 Evaluate programs (int = 1)

18 Review programs/tasks (int. = 3)

19 Update/review progress in programmatic areas (int = 3)

20 Set up/maintain programs with other TM's (int = 5)

21 Set up I.T.P.'s (int = 2)

29 Discuss existing programs (int. = 1)

05 Crises/behavioral difficulties/problems/problem solving (int = 16; ext. = 1)

09 Resolving TM conflicts (int. =1; ext. = 1)

06 "Accessing new resources" (ext. = 1)

07 "Usually for the six month conference" (int. = 1; ext = 1)

08 Home visits (ext. = 1)

11 Discussion of client progress (int. = 14)

25 Discussion of client strengths (int. = 1)

12 Discuss client needs/future programs (int. = 8)

13 Vocational needs (int = 1)

14 Updates (int. = 1)

26 Inform of changes (int. = 1)

FROM QUESTION 8: (cont'd)

24 Ensured consistency (int. = 4)

27 Discuss behavior (int. = 1)

28 Review meetings (int. = 1)

29 Accountability (int. = 3)

QUESTION 8D: Comments on the Face to Face Meetings Section

050 Have all been satisfactory.

053 We have had face-to-face meetings and felt that they were beneficial. There is so little change in (name)'s condition although she seems to be more relaxed and happy which is due to the staff and her landlady.

065 This is mostly with residential.

127 These meetings can be productive if held prior to an internal decision to terminate a client. I find this is seldom the case at VRRI.

018 Staff changes force one-to-one meetings to re-establish program goals, etc.

144 Would like to see Program Worker once per week and also to see more of residential coordinator (i.e., once per week).

275 I feel this is a big need at The V.R.R.I. -- there are not enough informal chit-chat sessions to keep up on what the team is doing.

277 These meetings are important; it lets everyone know what new situations are and past experiences which may help in training.

280 Face to Face [meetings are] helpful to brainstorming solutions to problems as well.

260 We only have special concerns meetings with team members when there is a crisis situation, i.e., once every six months.

295 Necessary, valuable in gaining insight of others' job perceptions of clients.

304 More important than Annual Conference in getting a clear picture of the client (strengths/needs, facilitating/restraining) as it tends to be slanted information making the client appear more skilled when presented in front of the client at the annual conference.

255 Should be more formalized -- not enough information is contained in the minutes. If problem occurs in one area it is sometimes felt that other area members are not interested in the problem.

286 Contact depends on the client -- due to large case load.

QUESTION 8D: (cont'd)

260 These meetings should be called to discuss positive issues, i.e., transfer, referral to employment, work experience placement, jobs.

298 Meetings were not structured "sit down" meetings but rather casual confrontations when the need arose.

220 These are extremely important, yet little effort is made by the other TM's to meet.

254 Lack clinical information and process. Without that approach, meetings are too often a waste of time.

200 It has helped to lay out the problem with resolution to it in mind in a formal manner. Documentation -- i.e., minutes -- are very important in these areas.

218 These meetings are very useful and should be done more often.

283 It was useful because we tried to establish some consistency in training programs throughout different settings (voc. vs. res.).

282 Essential for TM's to get together to be aware of client's overall living and voc. situation.

252 I find they are usually necessary.

272 Often relative ideas happen when informal discussion takes place without the threat of feeling unprofessional.

311. O.K.

240 In the eight months I've worked with the key client, day training staff have never initiated a meeting; I have initiated all of them.

235. They tend to be, if not very helpful, at least supportive.

236 Meetings with other front line staff occur on a weekly basis.

237 They served a need.

011 Really do appreciate the <u>regular</u> communication. Nice to have a person I can contact.

047 Heard; understood, action taken.

FROM QUESTION 9: General Purpose of Telephone Communication (with frequency of internal and external responses)

01 Information sharing (int. = 8; ext. = 1)

02 Updates (int. = 19; ext. = 3)

03 Client concerns (int. = 2; ext. = 1)

15 Concerns: general (int. = 3)

20 Medical concerns (int. = 3)

26 Special concerns (int. = 1)

04 Problems/behavioral difficulties/crises (int. =14; ext. = 3)

05 Ensuring accountability: form submission (int. = 2)

06 Requests (int. = 1; ext. = 4)

07 Progress: general (int. = 10; ext. =1)

08 General family contact (ext. = 1)

10 Work related (ext. = 1)

11 Discussion of programs/planning (int. = 5; ext = 1)

12 Coordinating/planning activities (int. = 1; ext. = 1)

13 Finding out how I can work on program in my area (ext. = 1)

18 Tasks, responsibilities (int. = 1)

14 Confirming things; general (int. = 1; ext. = 1)

23 Confirmation of meetings (int. = 5)

24 Home issues (int. = 1)25 Support (int. = 1)

27 Various (int. = 2)

30 Questions/inquiries (int. = 1; ext. = 1)

31 To disucss forwarding of information (int. = 1)

17 Consistency (int. = 5)

QUESTION 9D: Comments on the Telephone Communication Section

280 **Telephones save a long walk for a short walk.**

275 **I feel this is a big need at The VRRI -- there are not enough informal chit-chat sessions to keep up on what the team is doing.**

277 **This area is important for immediate information, but it can be abused sometimes.**

304 **Often easier to do, to accomplish same end, than meeting face to face, if the communication is of most importance to two or three TM's.**

253 **Guardians/public guardians do not often initiate the contact but are often offended if not informed. Telephone messages are often not responded to.**

255 **Helps keep me informed of client program and progress.**

260 **Positive to some extent, though usually regarding a problem.**

218 **There should be more contact between members especially between res. and voc.**

227 **Telephone contact is necessary to ensure both parties are working towards common goals and in the client's best interest.**

282 **Most homes and group homes that we are dealing with now are communicating with Bottle Depot #1 and vice versa as needed.**

272 **Telephone contact is vital for any quick decision-making on approval from TM's.**

223 **Seems to be very much res. phoning voc. and very little of other TM's phoning, except in case of emergency.**

236 **Most contact is with voc. staff.**

235 **I would rather sit down face-to-face in an informal atmosphere rather than discuss details over the phone.**

030 **Was informative.**

061 **Only to clear up some minor problems which has always been satisfactory.**

075 **Usually I think it is important to have to do the phoning.**

050 **Phone calls could be too frequent in our case.**

QUESTION 9D: (cont'd)

018 Very useful in maintaining ongoing communication of relevant information.

141 The names of all teammates are available to us to call at any time we have questions.

144 I don't like telephone conversation -- its too impersonal. I prefer to have face-to-face meetings -- they're more effective.

127 Again, the phone calls are great if there is a genuine interest on the part of the agency staff to improve the quality of service for clients. Phone calls regarding client terminations are devasting.

047 Appreciated the quick return of the call when a message was left.

FROM QUESTION 10: Main Purposes of Memos (all frequencies are from internal TM's only)

03 Information sharing (14 responses)

04 Proof of contact; accountability (6)

11/22 Planning programs/scheduling (6)

05 Circulation/relay info (4)

06 Raising concerns (4)

01 Communication between all levels (3)

15 Updates (3)

02 Confirmation: general (2)

07/08 Transfers/program changes (2)

16 Set up meetings (3)

17 Changes in client profiles

09 Behavior (1)

14 Problems, crises, behavioral difficulties (1)

12 Issue people uncomfortable discussing by face-to-face or phone (1)

13 Messages (1)

10 Clarification of issues (1)

18 Informing of client absenteeism (1)

19 "Notificaiton of an action item" (1)

26 When a phone call or a meeting cannot be accomplished (1)

20 Notification of something out of the ordinary (1)

21 Reminders; general (1)

22 Reminders of deadlines (1)

24 Red tape; institute bureaucracy (1)

25 To advise of changes

QUESTION 10E: Comments on the Memo Section

275 As in previous [comments section on Telephone Communication] -- there should be more informal communications happening between TM's. Memos can be good reminders, but sometimes are sent out for little reason and are useless, since you've already been told.

304 Easy not to clearly understand the info. in a memo. Not as good as phone or face to face for clear understanding, and more time-consuming as a rule. Memos best to put in writing what agreed on the phone or in person.

260 Memos supply both parties with a record of the correspondence.

204 Should only be used for requests that responses are required for in writing.

297 Effective because they can be referred back to at a later date for future planning.

298 Would be nice to have more interaction with other TM's and objectives laid out on a memo. Plus a memo. Plus a memo sent down as to holidays taken by the clients and to inform us if clients are away.

282 Memos are the most effective means of communication as being able to contact another individual. They are accountable means of communication.

272 I feel Memos are not as personal as one to one contact. As part of advanced communication, interpretation may be lost or actual meaning may be misinterpreted.

223 Needs to be written documentation and it helps keep some communication open, especially if other types are not happening.

QUESTION 11: Preference for Type of Communication: "Other" Responses

306 Through supervisors

50 Combination of all

127 Social Events

144 Face to Face

204 Special Concerns Meeting (261)

220 One to One

236 Written Reports

269 Drop-in by Res.

272 passed on/third person (275)

298 Casual confrontations

303 Client updates

280 Quick talks in halls and shops

QUESTION 12 (11): Reasons for preference of formality/informality in communication.

Formal Communication

234 Informal meetings tend to lose track of the reason why everyone is meeting.

255 Accountability, consistency.

200 We document any contact - informal tends to provide staff with less accountability-the more formal, the more professional staff tend to view it.

260 To ensure consistency throughout The V.R.R.I.

212 Concise and to the point, no digressing, with concrete conclusions at the end of meeting.

282 Therefore, you are not wasting your time on unnecessary topics.

206 For accountability purposes.

077 A set time and date can be arranged (weather permitting) for meetings.

Informal Communication

223 Builds a more personal rapport between TM's, which makes communication more effective - less threatening to all concerned.

053 Due to the distance we live from Calgary, [and] our difficulty in driving in the city, we find it a problem to attend meetings. Yes, meetings are necessary and we appreciate the fact that there are others willing to attend and assist. My husband and I are in our seventies and do not feel that we have much to offer. Also, my husband has Parkinson's disease and is handicapped in that respect.

066 Persons involved communicate more frequently.

Formal and Informal; Mostly Formal

297 Because informal unclarified info. makes for error embarrassment, and frustration.

204 We're running a professional business.

296 To be sure that all were to know what was to happen and plans could be made much more easily.

228 To get more.

QUESTION 12 (11): (cont'd)

227 It makes for easier, straight forward conversation without the formality, yet still allows for the maintenance of professionalism.

285 We seem to get more accomplished during formal meetings, but its nice also just to get together and discuss things.

063 With formal communication, you receive some info. about your child's activites. Whereas there seems to be little informal communication.

Formal and Informal; mostly informal

276 Less time-consuming.

298 Usually time factor does not allow for a lengthy formal meeting.

246 Communications at present are adequate for me.

277 Informal for day to day meetings, formal for case ferences.

202 The type of info.-sharing should be in a relaxed en environment.

214 Provides for networking and sharing of concerns in a proactive fashion.

219 Save time.

229 Formal meetings are needed occasionally to review goals/strategies and do follow-ups, however informal communications allows for more contact and support to TM's.

293 Allows more creativity and relaxed attitude.

304 Too much formal would create contacts when they are not needed. Some formal would ensure some contact/communication did occur, even if a TM did not incorporate this well in their job.

306 Too much emphasis on hierarchy - waste of time and power-tripping.

253 Cannot rate as it depends on type of information being shared and how many people are involved.

249 Conserve time, only those who need to be involved are.

275 Because people are more relaxed in an informal setting and more seems to get accomplished - formal meetings, however, are sometimes necessary.

QUESTION 12 (11): (cont'd)

280 **Formalities are important: changes, etc. I.P.P. etc.**

265 **Planning should be formal and all TM's should be involved. Isssues not pertinent to planning - i.e., updates - should be done on an informal basis.**

268 **Time restrictions wouldn't allow for formal communication.**

216 **In the formal setting, I find the client -[an] important TM - is frequently too anxious to participate to their potential.**

292 **People are more relaxed and seem willing to communicate more informally.**

308 **Makes things easier for the client.**

236 **When informal, can deal with things as they arise but some formality ensures more accountability and accomplishment.**

240 **Members seem more at ease during informal meetings/telephone calls and are better able to communicate.**

311 **Personal preference.**

082 **I find informal communication is more relaxed and I, for one, get more from it.**

127 **If there is not a great deal of communication in between formal meetings, a lot of problems can develop that could be prevented by mutual support, commitment, and understanding.**

141 **Communication needs some regulations (i.e., format), but not too much structure.**

047 **Time, balance.**

Equal Amounts of Formal and Informal

220 **Depending on the situation (i.e., sharing information or special concerns).**

261 **The formal to ensure accountability, the informal to facilitate complete info.-sharing**

218 **There needs to be structure but also comfortable.**

259 **The need for formal vs informal would depend on the issue.**

230 **You need to establish a good rapport with other I.P.P members on a formal as well as an informal basis.**

295 **Creates a more relaxed environment.**

QUESTION 12 (11): (cont'd)

269 Formal is for meetings and informal for telephone calls and memos.

211 Structured in terms of an outline, informal in terms of people feeling free to discuss issues.

252 Formal is necessary so as to ensure proper documentation; informal is nice, as it cuts back on paperwork.

289 Each serves a different purpose. Formal ensures accountability; informal promotes thinking, reasoning, exhange, brainstorming.

247 Both are important.

272 Some of the best ideas for programming may be experienced over a coffee. However, the best community P.R. would be recognized.

222 More is accomplished when people are more relaxed - i.e., get more input.

061 An I.P.P. conference once a year and occasional phone calls for small problems as they occur.

075 We do not have a University Education, so we can understand what's going on.

065 Because there are daily happenings that affect program and informally letting us know at the time would help us keep on top of the situation - rather than trying to after the fact.

106 More relaxed - puts client more at ease.

146 It would help us to understand the legal aspect of I.P.P. contracts, and to understand the person I am dealing with.

018 Depends on the purpose of the meeting.

011 Really like the regular reporting of info. Like to see info in print.

QUESTION 13 (12): "How often do you feel communication between team members should occur?": 'Other' responses.

1. Formally

As necessary/As required (5 responses)
Every 3 months/Quarterly (4 responses)
When client concerns/Important issues arise (4 responses)
Annually/Once a year (3 responses
Semi-Annually/Twice a year (2 responses)
Once/2 months (1 response)
Per client 1-4 times/year (1 response)
Very dependent on individual's needs (1 response)
May vary. Between Employment Program and Res., once/two weeks; between Employment Program and Voc., once/month (1 response)

2. Informally

As necessary/As required (12 responses)
Every three months (2 responses)
Whenever client concerns occur (1 response)
Depends on kind of information (1 response)
Very dependent on individual needs (1 response)
Depends on the need and degree of involvement that the various TM's have with the client (1 response)
Phone and memos, once/wk; communication book, everyday (1 response)
Once every six months (1 response)
When needed on either side, either in staff or schedule of client is being made (1 response)

3. Unspecified

When plans and goals change, I, as a family member, would like to be advised. Also, if a problem arises, I'd like to know about it so that I know the truth as he tends to tell us all what he thinks we want to hear (1 response)

QUESTION 15 (14): Other areas in which the client is involved, and of which respondent is aware

075 Client's progress in life.

127 Professional support.

253 Leisure (organized).

218 Work program.

214 Guardians (x2).

249 Social Services.

288 Client Services, Counselling, Music Therapist, etc.

304 Employment, volunteer jobs.

282 Social Education, employment program.

272 Specialized services (external) i.e., doctors, legal, etc.

223 Public Guardian.

222 Leisure Programs, Citizen's Advocates, Exterior Resource.

QUESTION 17 (16): Why TM's are satisfied or dissatisfied with the current state of communication.

DISSATISFIED WITH CURRENT COMMUNICATION (N = 47)

275 I feel there is a need for increased communication between annual conferences.

268 Too much time goes by and too many changes occur in the space of one year. Communication should be more often.

230 Some teams communicate well; however, other teams leave communication regarding concerns to major conference.

287 Due to the large size o the agency and high number of significant external people involved, information does not always reach the people that it should.

304 Tendency [is] not to communicate unless information is requested or [if] contact is initiated by myself.

256 Lack of current information regarding client difficulties, changes, etc. in different environments.

220 It's a one way street.

261 There should be more [communication between] residential and vocational.

229 Generally satisfied with communication with some TM's; others do not seem to understand what is being done residentially.

227 Emphasis seems to be on residential to initiate contact

286 Insufficient communication between TM's. Usually occurs around problems only.

260 Requires move regularity and structure.

306 Heavy workloads means there is little time available.

255 There is still little communication.

277 [Regarding] some information about trainee, front line are not made aware of decision.

204 But I feel as people adjust, it will get better.

298 Not too much interaction [3] (299) (261)

216 I feel that, as residential staff, I am frequently informed of problems at work (e.g., behavior, etc.), but myself sharing the same information with vocational staff is not received with interest or concern.

QUESTION 17(16): (cont'd)

DISSATISFIED WITH CURRENT COMMUNICATION (cont'd)

281 Not enough communication on a regular basis.

292 Not often enough. I don't feel we work as a team but more as a single unit.

283 There is not enough.

308 All the members rely on residential workers for information.

289 Too infrequent. Too much attempted at annual conferences.

223 Seems to be residential initiative always and it puts undue pressures and responsibilities [on them], rather than [having a] shared team approach.

307 From my experience in conferences, TM's could benefit from increased communication. It is a commonly expressed concern.

222 I find that we most often have to initiate.

239 To date, most contact that has been made between I.P.P. TM's has been initiated by residential staff. It seems as though other TM's feel it is solely our responsibility.

236 Could receive more written reports from vocational programs.

235 Sometimes I feel communication with [team] members outside of the direct V.R.R.I. residential or V.R.R.I. vocational is inadequate (i.e., Guardians).

240 Not enough contact initiated by Day Training staff.

095 Conference report was a maze of "status" goals, "status of tasks", "agency responsible". No wonder reports are seldom re-read.

112 No communication whatever.

030 Would like to hear more often how he [my son] is doing.

038 No communication exists.

063 We would appreciate an occasional phone call from anyone involved. Especially on urgent matters.

065 Is there really communication?

105 There has only been one conference and what was suggested be done wasn't.

QUESTION 17(16): (cont'd)

DISSATISFIED WITH CURRENT COMMUNICATION (cont'd)

127 Though communication with residential staff is generally good, I have greater difficulty receiving accurate, timely information from vocational services.

146 All members are in this program for different reasons, and all people have different priorities, so this makes it hard to find out why they are in the program and to work from that angle, if it means different groups, OK. But it should all focus around helping the client. There are very few people who would be in this program if you took away the money including staff members, true, so we have to face that (the month helps).

066 After the 1984 conference all team members submitted a six month follow-up report. This was not done in 1985. It remains to be seen if it will be done in 1986.

SATISFIED WITH CURRENT COMMUNICATION (N = 49)

278 Seems adequate.

280 Friendly, useful, supportive and helpful if needed.

285 We have very good communication; all sides make an effort and we are truly working as a team.

265 Some TM's are more communicative than others; therefore, I hate to pidgeonhole them all. Generally, on the whole, I am satisfied.

269 Communication happens as it is needed.

259 I think TM's adjust the frequency of communication to meet individual situations.

253 The nature of our specific clientele demands it.

219 If I feel I need to know something, I ask.

246 Minimal involvement with a lot of TM's. Team members involved are well informed.

276 We have very good communication between vocational, residential group homes, and families.

282 Because team members contact each other when it is necessary. Not enough work time to meet with everyone all the time.

QUESTION 17(16): (cont'd)

SATISFIED WITH CURRENT COMMUNICATION (N = 49)

272 I feel adequate communication does occur but more vocational and residential unity should take place.

237 We have residential reviews every six months.

141 I know pretty well how the programs are run and expect to get a call up if there is any drastic changes (good or bad).

011 Regular meeting.

047 My contact has been only with one TM over the past year; however, that has been a satisfying contact in "crisis" situations.

007 They more or less stay out of business of mine.

077 Permission is requested for major changes or plans for well-being of client.

082 I feel I am kept quite well informed on all current affairs.

106 Progress with client seems to be going forward and so I assume the team is working in her best interest.

NON-CODEABLE RESPONSES:

(SATISFIED and DISSATISFIED or NEITHER AT ALL)

295 Very individualized: some TM's are great on communication, some are not so great.

302 Medical information on many of the clients is lacking but it may not be the TM's faults.

242 Varies with different I.P.P.'s.

075 I think there should be more concern and care taken with clients' accounts and the way they are handled -- there should be more control over staff members handling their clients' accounts. Either that or there should be written account balance sent to their parents or guardians so that they can keep tabs also.

QUESTION 18(17): "If you were able to bring about any changes to improve communication between TM's, what would you do?"

112 Work with/encourage clients more, so they also would be interested.

141 Maybe monthly or bi-monthly discussion groups to talk over any changes or problems.

144 That other TM's (i.e., vocational) make more effort to share information with the rest of us. Where are the rest of you?

047 See that the "family" part of the team is notified when other TM's are changed over. Also would like a six month (or so) "progress" report (phone or written; prefer phone) on job situation -- both from the employer's point of view and the clients.

011 Do something about staff changes.

254 Establish a consistent approach for communication.
Establish acountability.
Outline responsibilities in all areas of communication.

200 Ensure written info. (mostly summaries) are passed on to team members as well as bi-weekly contact to update res. and voc.

228 Ensure that there is more contact of TM's.

218 Somehow (??) get res. and voc. to realize they are working for the same clients.

219 Changes should be noted and the appropriate TM's notified.

227 Arrange for more phone calls.

216 Voc. staff [should] not refer to clients that are from my group home, and yet are in their shop, as "your client". Counselling for family members to enable them to communicate and participate in team more fully.

281 Make it mandatory to have some sort of communication, whether formal or informal, on a regular basis.

211 Encourage TM's to call frequently or write memos to each other in regards to client's progress.

292 Set up a key client system. If you were responsible to act as an advocate, you would be more up to date on the happenings in the client's life.

QUESTION 18 (17): (cont'd)

247 Role clarification of different positions, including authority levels. Team building: possibly include voc. TM's with house [group home] TM's. The IPP team has a representative from each dept. Decisions are made within the res. team. Perhaps the two teams -- voc. and res. -- can be brought closer together outside IPP conference.

289 Rotating chairmanship of conferences, including representatives from other agencies. Use of brainstorming sessions where good definitions are not required. More background info. circulated to team members [?] conference.

252 Probably more telephone communication -- I find it efficient, useful, and timesaving.

308 Equality.

275 Stress mostly telephone, written, or face to face contact -- especially between res. and voc. -- informing TM's of any changes, additions, or deletions in a client's program.

277 Always include front line staff, as they are the one's directly involved with trainee.

280 Res./Voc. is sometimes distant; only contact is when there is a problem which is severe.

285 Put more hours in a day!

265 Each TM [should] submit a monthly review (overall) to a person responsible to disseminate that info. to all TM's.

268 Implement brief monthly updates (written) that have to be circulated amongst TM's (progress, task training specific).

259 Set up a brief, concise update report format that could be completed at established intervals (e.g., once every 2 months).

286 Difficult to improve with large caseload sizes as communication is time-consuming -- regular communication would ensure information flow.

253 Request that guardians be more initiative in seeking info. when things are going well.

256 Simplify the process - make it as easy as possible to encourage consistency.

249 Is fine now.

299 Make time available to have meetings to discuss what is needed.

QUESTION 18 (17): (cont'd)

298 First of all, find out who the other TM's are and what their input is.

297 I would appreciate knowing the main goals and objectives for all the clients I deal with so I can design their programs accordingly.

246 Discuss philosophy differences and expectations. Appears, and always has appeared to be communication problems with other units of VRRI. Animosity is underyling.

204 I'd fire the people with attitude problems.

255 Incorporated in the IPP [system] should be formalized contract indicating dates and times of TM contact. This is difficult in terms of face to face meetings as res. should not be working in the daytime as their shifts start in late afternoon. There is no budget for extra hours. Communication might be enhanced by memos and phone calls and quarterly meetings every 3 months.

220 Either cross day program hours with res. or make it mandatory for voc. to visit res. as often as res. visits voc.

261 Increase the number of IPP's [i.e., conferences] to, at the very least, twice yearly.

288 Talk to TM's on the phone before a conference.

214 Have everyone understand and believe in I.P.P. Have people change attitudes regarding doing "with" instead of "for".

272 Feel more confident in going to individuals with ideas, commands, beefs, whatever the form of communication, and feel at ease in doing so on an informal basis.

221 Nil.

240 There should be more scheduled contact between TM's (even phone calls).

235 I would try to involve members (again, outside of res. and voc.) more. As it is, res. and voc. do almost all the talking and the planning.

236 Have more informal contact through written reports in various areas.

222 At IPP [conferences] -- indicate communication section, frequency, and people sign.

QUESTION 18 (17): (cont'd)

307 **Propose a communication format for TM's to follow and review it at the annual conference.**

223 More accountability and documentation in VRRI voc. settings to enable more sharing of responsibilities.

209 Increase formal written skills, "apprentice" TM's to I.P.P. process with experienced staff.

070 More formal and informal contacts.

056 Keep the lines open between residential and work programs so that they complement each other.

007 Nothing

038 Phone calls at home at least once per month on voc. progress. Meetings more frequently. A communication book, [should be] passed from work to home as significant events happen.

063 Parental concerns and advice should be given better consideration and not thought of, by some staff, as unwarranted interference.

065 Encourage use of a daily communication book, perhaps with a coded system to reduce writing time, [passed] between voc. and res. -- to be given priority when something may have happened to affect, disrupt, or change the client's daily activity.

105 [I should] feel like I'm part of a team, which I don't feel now. Regular communication with TM's.

127 Coordinate more informal communication between key I.P.P. members and hold meetings as soon as a problem begins to surface, so that a preventative, pro-active strategy can be implemented.

018 Increase frequency of annual meeting; continue monthly reports from voc. and res. on client functioning.

066 I would urge regular meetings of TM's between conferences. At the same time, I am aware that information I may want regarding the client is available, [and] I am free to inquire or to contact any TM.

095 Re-organize the conference to be chaired by someone who knows the clients. Re-organize the conference report to make it more humane. What in the world are I.P.P. work sheets (poster-size) and conference reports sent home with the client for? Client cannot read. The V.R.R.I.'s greatest concern for three years at I.P.P. conferences has been my young person's self esteem. Conducting the meeting in print [and/or] handing out work sheets does nothing but reinforce his low self-esteem.

QUESTION 19 (18): Any additional topics related to I.P.P. and communication.

280 Communication to the general public regarding the mentally handicapped and their situations is non-existent! The mentally handicapped are too alienated from the public.

259 I think accountability and deadlines are not being met in all areas. This is unfair to those who are following the system.

304 Re: confidentiality section [III] -- to clarify: One should not promise confidentiality if it is not in the client's interest. Bargaining on confidentiality, where you give the person a time period to relay the info. themselves before you relay it, decide how the info. will be relayed, or will ask the TM's to call the individual to get the information and not say what, etc. can be helpful. Info. needs to be passed to those who require it and not to those who cannot use it or should not have the info. In future when clients may be doing subcontract work in the community and an employer may be considered a team member, they should not know or pass over the desk everything about the client.

253 Meetings should occasionally be held in client's home during residential hours.

255 The forms used for the conference are not adequate. The use of percentages in calculating behavioural objectives. TM accountability.

277 IPP orientation should be compulsory within the first two days of employment to ensure proper lines of communication.

246 Feel animosity in that res. appears not to be involved in IPP changes. Memos have stated that program workers have been consulted prior to changes, yet when speaking with peers this is not the case. From experience of 4 1/2 years, voc. and res. attend I.P.P.'s [i.e., conferences] prepared via I.P.P. system and return to their units to continue on with their individual programs. Question whether or not may comply with the I.P.P. system but don't fully buy into.

298 Would be nice to know exactly what time and objectives are set out in regards to the recreational aspect which we deal with.

276 IPP conference are too long; immaterial things that could be done re memos, telephone, do not have to be discussed at the conference.

QUESTION 19 (18): (cont'd)

2) tells me there was a lack of follow through on goals (lack of accountability, previously)

3) tells me pre-conference reports [are] rarely read.

The client isn't asking for parole. What's this "impartiality" about. Document refers to numbered recommendations and then did not number the said recommendations. This questionnaire asked me to return it by Aug. 13, 1986 in the accompanying letter and then says before July 31, 1986 above.

My young person has not met many of the objectives set at I.P.P. conferences. Often not able to get into the special group, or "class filled", or "showed no interest", or "unable to meet criteria". Does this mean he's a failure or that The VRRI staff has failed to assess his potential for failure or success at a particular task? Tasks (in [The] VRRI and Group Home) are not kept in focus consistently. Then I notice a great flurry of talk just weeks before the six month review to make me think the task has been in mind all along. Input from TM's is not always honest. My young person, by residential reports, could cook a meal, clean the kitchen, use Canada's Food Rules to plan nutritious, balanced meals and budget the money needed for such a task. I think it is quite inhumane to want these mentally handicapped people to come up to "normal" standards. My young person's self esteem would be much improved by some honest, wise assessment and some structured programs to help him feel good about himself. If unit supervisors and others had some joy in their work they'd likely smile a bit and take the load off some of the withdrawn, low self-concept clients.

There is no need for a mental age of five to sit through a two and a half hour conference. It is unthinking and unkind to think they can be made to focus on something for that length of time. Hell, if they could concentrate on the printed words on the IPP conference wall for 15 minutes, they wouldn't be in The VRRI.

070 The client and his family should be kept up to date about the client's progress and performance.

136 It is felt that I require an orientation to the I.P.P. system before I can answer this questionnaire.

030 A phone call once in a while would be helpful.

050 Generally covers all things and areas of accountability, particularly with regards to handling of funds.

QUESTION 19 (18): (cont'd)

065 We are aware by checking files that some reports of incidents are filed, but there were some reports of incidents filed which we had not heard of before, nor had we been informed of [it] at the time of happening. We feel if something happens that means a report being filed, [then] parents or guardians and all TM's should also receive a copy or at least a phone call, so that they are made aware. Such incidents can affect the program plan's proceeding and the client's response.

What happens in day programs can affect the client's reaction in the home or res., and vice versa: what happens in res. can affect their function in day program (all [TM's] need to be aware).

223 Health and medical -- nurse/Dr. (name) are not fully aware and somehow need to be further aware of changes, etc.

??? There seems to be some mistake about all this, as I have neither participated in any of the I.P.P.'s, nor have I any clients at the V.R.R.I. (Name) is my brother and I'm his legal guardian only".

002 I am not involved with I.P.P. as I am a guardian for emergency only. (Name)'s sister in Vancouver handles everything else.

063 We receive very little communication from the present staff at The V.R.R.I. group home, including Key Workers. Also, no effort is made by the staff to have our child keep in touch with the family. Previous staff were much more agreeable to us.

127 I feel you have largely ignored the area of consumer/guardian satisfaction, which would be the focus for your program (therefore the reason for an I.P.P. process).

148 [At top of questionnaire, front page]. Attention - not qualified to answer these questions.

007 I don't know what I.P.P. is.

077 Some of the sections [of the questionnaire] have contradictory questions (i.e., Section VII: A, B, C, D, E, F [statements on confidentiality and information sharing]).

QUESTION 19 (18) cont'd

299 IPP's may be a good idea, but we are not really given any time to interact with other staff. For instance, there is no chance for pool staff to go to conferences. We did not even have time for more than a 1/2 hr. orientation.

200 Sufficient time is required to ensure all systems are working together, i.e., new res. forms. There [are] obviously some things I am still unaware of.

227 I would prefer to use the blue Res. Review forms rather than the form provided through the IPP system.

216 Why do the day training staff seem to feel that res. staff work from 9 A.M. to 11 P.M. [They] call us in when we're not working to deal with problems they are encountering at work and frequently expect us to deal with those problems at home, and yet there is no reciprocity. The idea of being an "equal" TM then becomes distorted.

292 I'm sorry I did this in such a rush. Perhaps more time could be alloted next time.

206 TM roles need to be clarified now and then.

098 My daughter has only been involved with V.R.R.I. for one month so I am not familiar with any of the procedures.

089 We have been involved with The V.R.R.I. for almost 20 years and very few questions seem to apply to our situation at this time.

091 As I phoned you and we discussed the relationship of this paper to us -- at the present time, it is void.

144 This questionnaire is extremely hard to fill out and to understand (i.e., terminology). This is the last questionnaire I will fill out like this.

011 Like to know more about our daughter's financial situation.

033 Some of the questions do not relate to me. The conference I was in was very educational to me. I had learned that the school (V.R.R.I.) does do a tremendous job with the students. The social worker that looks after my brother does an excellent job. She does care about he welfare of the person she has in her care.

084 My son has not been at The V.R.R.I. since February, 1986. Therefore I never filled out this questionnaire.

095 This TM loses confidence in I.P.P. conferences when:

1) sent a document dated Dec. 30/85 which tells me new chairperson will be "impartial"

APPENDIX C

THE QUESTIONNAIRE FORM

The following is a complete copy of the internal questionnaire form used in the survey. Questions from the external form which differ dramatically from these items have been included immediately following the internal form, and noted appropriately.

I. BASIC INFORMATION

Internal:

1. Please check the area in which you work:

   a) ___ Front Line Staff ___ Manager ___ Director
   ___ Co-ordinator ___ Support Staff ___ Research Staff
   ___ Other

   b) ___ Day Training ___ Residential

   How long have you been in this position at V.R.R.I.?

   _____ years/months

2. How many clients do you currently have on your caseload?

   _____

3. a) Have you received an orientation to I.P.P.?

   ___ YES ___ NO

   b) Was this adequate or not?

   ____ YES ___ NO

External:

1. Please identify whether you are a: (Please check all that apply)

   ___ Parent ___ Client (or representative)
   ___ Family Member ___ Citizen's Advocate
   ___ Guardian ___ Professional (at external agency)
   ___ Consultant

2. How many clients are you involved with on a regular basis? [136]

_____

3. a) Have you received an orientation to I.P.P.?

___ YES ___ NO

b) Was this adequate or not?

____ YES ___ NO

II. TEAM MEMBER PERCEPTIONS OF I.P.P. (Internal and External)

4. Please outline, briefly, your understanding of what I.P.P. is:

_____

_____

_____

III. ASSESSMENT OF COMMUNICATION

IMPORTANT NOTE: Questions # 5 to # 10 involve feelings you may have about the different kinds of communication which take place during the whole I.P.P. process. Statements are given for each of the different kinds of communication, with the words "YES", "yes", "no", "NO", written next to them. Please indicate whether you agree or disagree with each of the statements in the following manner:

YES - if you strongly agree with a statement, circle the big YES

yes - if you somewhat agree with a statement, circle the small yes

no - if you somewhat disagree with a statement, circle the small no

NO - if you strongly disagree with a statement, circle the big NO

*Please read each question or statement carefully before circling your response.

5. General Concerns of Communication (Internal and External)

The following statements apply to all I.P.P. communication, both inside and outside of conferences.

a) Changes in team members sometimes leaves me confused as to who my teammates are. YES yes no NO

b) I don't <u>really</u> feel that I am part of my I.P.P. team. YES yes no NO

c) I feel that my comments and suggestions are valued as much as those from other team members. YES yes no NO

d) The responsibilities of each team member are clearly understood by everyone on my team. YES yes no NO

6. <u>Annual Conferences</u> ("conferences") (Internal and External)

a) Have you ever attended an annual conference?

___ NO - please go to section 8 on <u>Face To Face Meetings</u>

___ YES - please complete the following section

b) When was your most recent conference?

_____ (month/year)

c) Now please indicate whether you agree or disagree with the following statements.

i) The conferences are useful for me YES yes no NO

ii) Some things go on at conferences that not everyone there understands YES yes no NO

iii) The conferences try to do too much in too short of a time YES yes no NO

iv) Conferences are being held often enough YES yes no NO

v) Conferences are well organized YES yes no NO

vi) Everything that happens in conferences is related either to the client or I.P.P. YEs yes no NO

vii) The conferences do not cover all the points that I think are important YES yes no NO

viii) The conferences are too formal (that is, too structured and regulated) YES yes no NO

ix) Many things are brought up at the conferences which I was not aware of beforehand YES yes no NO

x) The language during conferences is too technical YES yes no NO

d) At your most recent conference, did you feel that all members shared equally in making suggestions and decisions, or not?

___ YES

___ NO - Why not? _____

_____

e) Comments on the Annual Conference Section:

_____

_____

_____

7. After The Conferences (Internal and External)

A) conference summaries ("summaries")

Have you received a summary from your most recent annual conference?

___ NO]
___ DON'T RECALL] go to Section B on one month follow-ups.

___ YES please respond to the following statements

i) The conference summary is not useful to me — YES yes no NO

ii) Summaries are important if I.P.P. is to be successful — YES yes no NO

iii) The summary is too structured and regulated (i.e., formal) — YES yes no NO

iv) The summary includes all the important information from the conference — YES yes no NO

B) one month I.P.P. follow-ups ("follow-ups")

Have you received a (one month) follow-up since your most recent annual conference?

___ NO]
___ DON'T RECALL] please go to Section C on I.T.P.'s

___ YES please respond to the following statements

i) "Follow-ups" are not important for the success of I.P.P. — YES yes no NO

ii) "Follow-ups" are too structured and regulated — YES yes no NO

iii) "Follow-ups" are not useful to me — YES yes no NO

C) individual training plans (I.T.P. follow-ups)

Have you received an I.T.P. since your most recent conference?

___ NO]
___ DON'T RECALL] please go to Section D on six month reviews

___ YES please respond to the following statements

i) I.T.P.'s are too structured and regulated — YES yes no NO

ii) I.T.P.'s are useful to me — YES yes no NO

iii) I.T.P.'s are necessary for the I.P.P. system to be successful — YES yes no NO

D) six month reviews ("I.P.P. six month follow-up")

i) Have you received a six month review since your last conference?

___ NO]
___ DON'T RECALL] go to Section E on general referral

___ YES please respond to the following statements

a) The reviews are useful to me — YES yes no NO

b) Six month reviews are too structured and regulated — YES yes no NO

c) Reviews are important for the I.P.P. system success — YES yes no NO

ii) Do you think that the time between conferences and receipt of the six month review form is:

___ too short ___ too long ___ about right

E) the general referral form

i) Are you aware of the general referral form?

___ YES ___ NO (go to Question 11)

ii) Please state your understanding of what a general referral form is used for: _____

_____

iii) Do you find the general referral form useful?

___ YES

___ NO Why not? _____

_____

_____

F) comments on the After the Conference section:

_____

_____

_____

8. Face To Face Meetings (Other than Annual Conferences) (Note to Residence Staff: this would exclude your Residential Reviews.) (Internal and External)

A. Do you recall having any face to face meetings within the past year, with one or more of your teammates, to discuss your clients and their I.P.P.'s?

___ NO - please go to Question 9 on Telephone Communication

___ YES - please respond to the statements below

i) The meeting(s) was/were not useful to me YES yes no NO

ii) I feel face to face meetings happen often enough YES yes no NO

iii) The meeting(s) was/were too structured and regulated YES yes no NO

iv) It is easy enough to set up a meeting with the necessary team members when the need arises YES yes no NO

B. About how often would you say that you have had meetings with teammates over the past year (exclude conferences and Residential Reviews)?

___ more than once a week ___ once a month

___ once a week ___ less than once a month

___ twice a month

C. And what was the general purpose of the meeting(s)?

_____

D. Comments on the Face to Face Meetings Section:

_____

_____

_____

9. Telephone Communication (Internal and External)

A. Do you recall receiving any phone calls from teammates (within the past year) to discuss your clients and their I.P.P.?

___ NO - go to Question 10 on Memos

___ YES - please respond to the statements below

i) Phone calls are useful for me YES yes no NO

ii) Phone calls dealing with clients I.P.P.'s do not happen often enough YES yes no NO

iii) I feel that telephone contact is necessary for the I.P.P. systems success YES yes no NO

B. Over the past year, on the average, about how often would you say tha you were in telephone contact with one or more of your teammates?

___ more than once a week ___ once a month

___ once a week ___ less than once a month

___ twice a month

C. And what was the general purpose of this/these phone call(s)?

_____

D. Comments on the Telephone Communication Section:

_____

_____

_____

10. Memos (Internal TMs only)

A. Do you recall receiving any memos within the past year regarding your clients and his/her/their I.P.P.s?

___ NO - go to Question 11 on Type and Frequency of Communication

___ YES - please respond to the statements below

i) Memos are not very useful for me YES yes no NO

ii) Memos usually cover all the important points at issue YES yes no NO

B. As a means of communication, memos seem:

___ too structured and regulated (i.e., formal)

___ not formal enough

___ about right so far as communication goes

C. Memos should be used:

___ more often

___ less often

___ as often as they are being used now

D. In your experience, what are memos mostly used for?

_____

E. Comments on the Memo Section:

_____

_____

_____

IV. TYPES AND FREQUENCY OF COMMUNICATION (Internal and External)

11. Please rank (from 1 - 4, where 1 means most preferred) the following means of communication:

___ meetings ___ telephone

___ memos ___ other (please specify) _____

12. And would you prefer that communication was on a formal (structured, regulated) or on an informal (unstructured, unregulated) basis? [143]

___ formal

___ informal

___ some of each; mostly formal

___ some of each, mostly informal

___ about equal amount of formal and informal

Why: _____

_____

13. And how often do you feel communication between team members should occur?

Formally:

___ more than once/week

___ once/week

___ once every two weeks

___ once/month

___ less often than once/month

___ other _____

Informally:

___ more than once/week

___ once/week

___ once every two weeks

___ once/month

___ less often than once/month

___ other _____

V. OUTLOOK OF I.P.P. COMMUNICATION (Internal and External)

14. For the most part, do you find that the communication in I.P.P. (from all sources, in and out of conferences) deals with problems and crises, or would you say that most of the communication deals with progress and accomplishments.

___ communication usually about problems/crises

___ communication usually about progress/accomplishments

___ neither problems/crises nor progress/accomplishments gets stressed more

___ neither problems or progress is stressed at all (please explain) _____

_____

VI. INTERDEPARTMENTAL AWARENESS (Internal and External)

15. Thinking of the information you receive from all sources, how would you describe your level of awareness (or non-awareness) of your clients' status in the following areas/environments. (Circle the letters below the description which comes closest to how you feel; circle N/A only if you have no clients involved in that area.):

		Very Aware	Aware	Unaware	Very Unaware	Not Applic.
a.	Vocational/ VRRI	VA	A	U	VU	N/A
b.	Vocational/ non-VRRI	VA	A	U	VU	N/A
c.	Residential/ VRRI	VA	A	U	VU	N/A
d.	Residential/ non-VRRI	VA	A	U	VU	N/A
e.	Familial	VA	A	U	VU	N/A
f.	Other (please specify)	VA	A	U	VU	N/A

VII. CONFIDENTIALITY AND INFORMATION SHARING (Internal and External)

16. Below are some statements of opinion on the importance of confidentiality of client information within six different circumstances. For each one, indicate whether you agree or disagree.

a) Information which could help a client, but which is "confidential", should not be made known to any team members.

YES yes no NO

b) Information which could help the client, but which is "confidential", should be made known to selected team members only.

YES yes no NO

c) Information which could help the client and which is not "confidential", should be made known to all team members.

YES yes no NO

d) Information which could help the client, and which is not "confidential", should be made known to selected team members only.

YES yes no NO

e) All information which could help the client, whether it is "confidential" or not, should be made known to all team members.

YES yes no NO

f) All information which could help the client, whether or not is is "confidential" should be made known to selected team members only.

YES yes no NO

VIII. FINAL COMMENTS AND SUGGESTIONS (Internal and External)

17. a) Are you satisfied with the current state of communication between team members or not?

___ satisfied ___ dissatisfied

b) Why? _____

_____

18. If you were able to bring about any changes to improve communication between team members, what would you do?

_____

_____

_____

19. If there are any topics or areas of concern, related to I.P.P. and communication, which you feel have not been addressed by this questionnaire (or were not addressed sufficiently) please use this space to bring them to our attention.

_____

_____

_____

Thank you very much for your time and effort in completing this questionnaire. Please return completed questionnaires to V.R.R.I. c/o Ted Hermary, Research (S.T.E.P.), before July 31, 1986.

APPENDIX D

Cover Letter for External Participants

Dear Team Member:

Following this short note is a questionnaire on "Communication and IPP". You, as a respondent, have been selected by way of a careful and exact procedure which cannot be repeated. Because of this, you are unable to be replaced as a respondent. It is then, your responses which are so important for the success of this project and for it to be a useful resource for the VRRI.

Every attempt has been made to keep the length and difficulty of the questionnaire as low as possible, without missing any important information you may have to offer. For this reason, most of the questions need only a circle around (or check mark beside) the most suitable response.

Since, for the most part, the questionnaire is interested in your views on different aspects of communication, there are no "right" or "wrong" answers. Please feel free to offer your honest evaluations.

To assist you in voicing your opinion, comment sections appear in different places in the questionnaire, as well as at the very end. I also hope the bold headings will help by making clear the way in which the questionnaire is organized.

The three-digit number which appears on the questionnaire is a code used for response-control purposes only. It will not be used to identify your completed questionnaire once it has been received by the VRRI. Of course, all the results will be kept confidential.

If you meet with any difficulties while completing the questionnaire, please do not hesitate to contact me at the VRRI (284-1121, local 353).

Thank you in advance for you interest, time and effort in completing this questionnaire. It is very must appreciated. Please notice that completed questionnaires must be returned on or before AUGUST 13, 1986.

Very truly yours,

Ted Hermary
Research Assistant (STEP)

TH:ev

Enclosure

P.S. For your convenience a stamped, self-addressed envelope has been included in your questionnaire package.

APPENDIX E

FEEDBACK FROM (FRONT-LINE) STAFF CONCERNING PROBLEM AREAS
(listed according to recommendations)

1. Confusion Due to TM Changes

- Develop and maintain a comprehensive index (organized according to client) as to who current team members are, in order to assist proposed familiarization procedure.
- Form letters could be sent out to external team members, informing them of changes in team membership.
- Future presentations to components regarding "reorganization" process will assist.
- Some staff - Social Education, for example - are typically involved on a short term basis.
- The "house" system, employed at some of the residences, does not identify a particular TM, lowering the practicality of the proposed recommendation.

2. Clarification of TM Responsibilities

- Need clarity concerning the part played by external TM's (especially guardians).
- Confusion is more over specific tasks, as opposed to general roles.
- Reorganization will address this problem.
- Should be a part of the annual conference proceedings.
- Should be phrased or approached so as to indicate what part a TM plays in the client's life (i.e., holistically).

3. Inclusion of External TM's

- Could be conflicting conferencing systems (presuming respondent has experienced other ones). If so, differences should be clarified and explained.
- Must deal with the possibility that, in some cases, external TM's exclude themselves (not wanting to be part of the team).
- Could begin by using a non-professional framework for discussing clients, moving (comfortably) to a professional one.
- Could have a staff development workshop on team dynamics. [Researcher's note: could encourage external TM's co-participation in this workshop at a mutually convenient time].

3. Inclusion of External TM's (cont'd)

- In determining whether inclusion is crucial, should take into account the level of a team member's responsibility/ activity/involvement.
- As with confusion over team roster, sometimes due to short involvement on a team (e.g., Social Education).
- Should be part of the annual conference proceedings.
- Geographical isolation plays a big part (e.g., group home or out of town parents, versus those who work on site).
- Team members often cannot visualize how their specific duties contribute to goals or how they relate to the specific duties of co-TM's.
- Assign 'day trips' to different environments (possibly for a shared work program) in order to increase individual empathy and team consciousness.
- Send a copy of the program to parents for their input.
- More orientations to external TM's.
- Proprietors often feel isolated from the team; program workers act as mediators in order to screen out irrelevant information or requests for information.
- Could permit (encourage?) advocacy for non-professionals who feel uncomfortable speaking at conferences.
- Schedule conferences at external locations.

4. Conference Comprehensibility

- Clarify purpose and agenda (i.e., planning orientation).
- Emotions and rigid perconceptions get in the way; problems in understanding may be due more emotional than intellectual differences.
- Team members (especially, though not exclusively, internal ones) may be unclear as to the rationale behind programming -- e.g., taking a long-term perspective. Careful explanation is essential.
- Clients may be the ones who do not understand 'everything that is going on' in the conferences (further research could look into this).
- Respondents (professionals and non-professionals alike) may have been reluctant to admit that they don't understand the technical language.

4. Conference Comprehensibility (cont'd)

- TM's often cannot tell how strengths, objectives, and long term goals are related. Could require that goals/objectives be directly and explicitly based on strengths (instead of merely paying lip service to the strengths as a matter of formality, while basing goals on something completely different) and that the relationship between them be clearly stated on IPP forms.

- Sensitive issues are 'talked around' rather than addressed outwardly. Those who are already aware of the subject understand; 'outsiders' do not.

- Intensity of conferences may have something to do with their incomprehensibility.

- If TM's (especially new ones) could assert themselves by not feeling obliged to sign up for every task, this would increase accurate recall of responsibilities and manageability of duties.

- Confusion may not be due to technical language, per se, but whole 'system' (including acronyms and numerical scores which instead could be qualitatively and concretely interpreted for parents and other non-professionals.

5. Conference Comprehensiveness

- Agenda of the conference (i.e., task oriented) does not allow for expressing certain concerns that external non-professionals may have. At least clarify agenda. Could the rigidity of the conference agenda be lessened to include other types of concerns?

- Day-to-day difficulties are more relevant for external TM's than the abstract 'goals in the future'.

- 'Priorities list' to arrange for meetings about unfinished business is a good idea, but it already occurs.

- 'Lack of comprehensiveness' could refer to 'confidential' issues which are intentionally censored from conference discussion. Establishing a more comfortable environment, however, might encourage discussion of some of these.

6. Communication Frequency

- Depends on individual clients and TM's.

- Need to encourage contact between conferences; contact schedules are reasonable, but need to be impartial in assigning communication responsibilities: recognize that accountability is double-sided (e.g., internal TM's are accountable to external TM's and vice versa).

6. Communication Frequency (cont'd)

- Contact schedules should be directed toward informal communication.
- Informal regulation, happening at present, is sufficient.
- Keyworker system will increase personal investment, and therefore increase accountability.
- Formal update should (at least) include or reflect IPP goals and behavioural concerns. In any case, need to formalize content of scheduled communication to some extent.
- In communicating, tasks and roles should have priority over socio-emotional problems.
- Make known that the official hours of contact between TM's are flexible, and therefore are compatible with both residential and day training work schedules.

7. Communication Outlook

- Communication book can provide positive reinforcement.
- In the event that a workshop is held, some sort of follow-up procedure would (still) be necessary.
- Easiest to remedy in written communication.
- Need monitoring and feedback from supervisors concerning communication. Need agency-wide recognition that positive communication is important.
- Communication workshop could be incorporated into orientation.

Miscellaneous

- There should be more to the official definition of confidentiality, specifying: what types of material are confidential, levels of confidentiality, and different levels of access to these materials.
- Questionnaire should be refined, simplified, and incorporated into a follow-up monitoring procedure, to check up on IPP communciation.